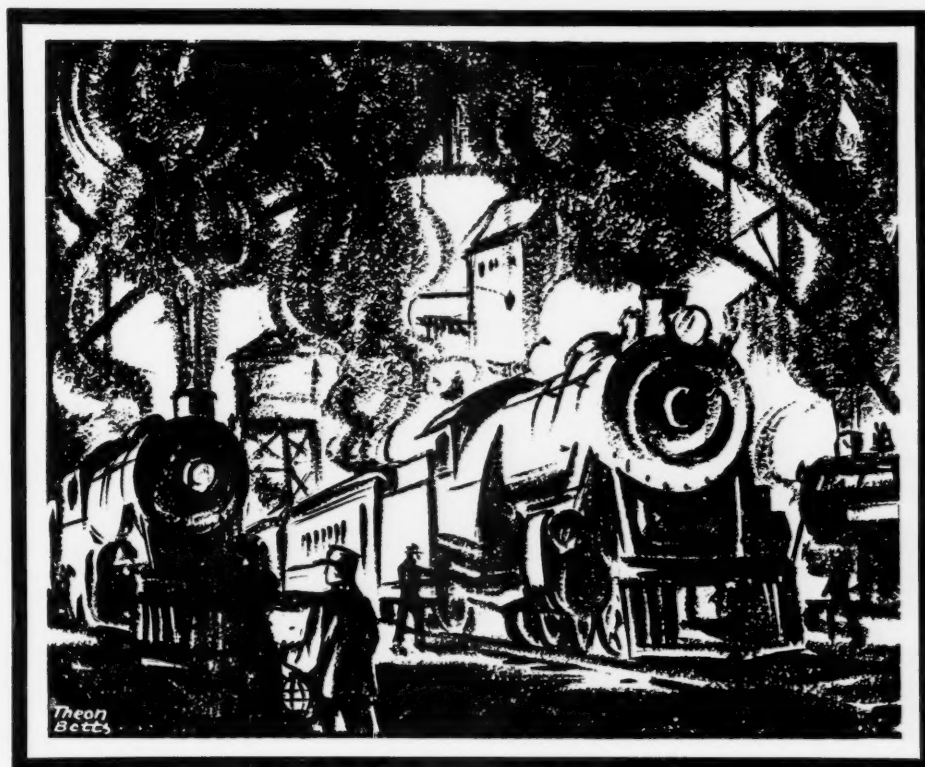


JANUARY 24, 1925

TWENTY CENTS

Sales Management

For Sales and Advertising Executives



Beginning with this Issue

S. Roland Hall's Special Section on

"Better Sales Literature"

Tying Direct Mail Advertising to Window Displays

Should Dealers Be Charged for Advertising?

How One Concern Built Its Sales Manual

The Flapper Idea in Letterheads, etc.

Selling Insurance on Approval

A Dartnell



Publication

Successful Direct-Mail Advertising

PRINTED ON



WATCH for the Foldwell advertisements appearing in this publication. You will find reproductions of direct-mail material used by many of the country's leading advertisers. Each reproduction will be of a piece or series that proved particularly resultful. Accompanying the reproduction will be a brief history of the purpose and preparation back of the piece.

¶ An interesting sidelight in analyzing the country's successful direct-mail matter produced on coated stock is the fact that Foldwell is used for so much of it—so many successful pieces have this point in common. Plans may differ, copy vary, art work, plates, and presentation be dissimilar, but the paper, time after time, is Foldwell.

¶ The reason for this preference is that careful advertisers seek a paper of known and constant value to carry their important messages; for after all, paper is the basis of a printed piece. It is the vehicle which carries plan, art work, copy—and in Foldwell the advertiser obtains at their best the elements necessary to carry these items successfully.

¶ Foldwell's exquisite coating, its color, and its uniformity give a printing surface that responds perfectly to the most exacting job. Foldwell's long, strong fiber and big content of tough, unused rags make for unusual strength and folding quality, which protect the job against the handling every mailing piece inevitably must undergo.

We would like to have you make your own experiments with Foldwell. Shall we send you samples?

CHICAGO PAPER COMPANY

801 South Wells Street, Chicago

Manufacturers of the FOLDWELL line of Folding Coated Papers:

COATED BOOK • COATED COVER • COATED WRITING
DULL COAT WRITING • SPLIT-COLOR (in 4 colors)

\$9,000,000 For a Newspaper

READERS of Chicago newspapers pay about \$24,000,000 annually for their newspapers.

And of this amount \$9,000,000 is paid annually for the Chicago Herald and Examiner by its readers.

To national advertisers the value of a circulation of over 349,000 daily [at 3c a copy], and Over-a-Million on Sunday [at 10c a copy], concentrated in the Chicago territory, is obvious.

[[Figures used in this advertisement based
on Auditor's Report, 3-31-1924 and
Government Statement]]



CHICAGO HERALD & EXAMINER

NEW YORK: 1819 Broadway

SAN FRANCISCO: Monadnock Bldg.



Our Sales Manager

Is anxious to write a personal letter to other sales managers—giving specific information regarding present activity in

Three Live Markets

And the outlook in these markets for business in 1925.

We'll talk facts—we'll tell you what we know—and why we make certain deductions.

There will be no obligation on your part for asking for this information. And no matter what your own line is, we are sure you'll profit by the contact your request will establish.

Please mention SALES MANAGEMENT.

BUILDING SUPPLY NEWS

Read weekly by 5,000 dealers whose influence controls the sale of ninety per cent of all building supplies—and who use motor trucks and other material-handling equipment.

BRICK and CLAY RECORD

Clay products manufacturing plants buy labor-saving machinery and equipment of every conceivable kind. A prosperous industry spending millions annually.

CERAMIC INDUSTRY

The only paper covering the manufacture of glass, pottery, enamels and allied products, with national distribution. A virgin field rapidly expanding.

Send for a recent issue of any of these publications and let us help you to investigate these markets

INDUSTRIAL PUBLICATIONS, Inc.
409 S. Dearborn St. CHICAGO

THIS ISSUE AT A GLANCE

ADVERTISING

Odd shaped automobiles used by salesmen have had much to do with increasing the distribution of the products they sell, according to sales executives who have tried it out. Covering the territory by automobile is being advocated more and more each year, and making a bill-board out of the salesman's car increases his chances of success by catering to the curiosity of the general public, says the writer who made this investigation. Page 157.

"If I had it to do over again I would lay out an advertising campaign to extend over ten years, put it in the hands of one agency and stick to that agency," a sales manager told D. H. Colcord, and it led to the story "What Sticking to One Policy Has Done for These Advertisers." The idea of shopping around for new ideas may be a good one, according to some executives, but the outstanding successes in the business world got there because they fought it out on one line. Page 145.

DIRECT-BY-MAIL

In his bow to the SALES MANAGEMENT audience, through the Better Sales Literature Section, S. Roland Hall discusses several effective mailing pieces and tells why he thinks they are good. House organs come in for a boost and suggestions are offered to those who contemplate starting one. The tremendous waste resulting from mailing out sales literature that has been hastily prepared is pointed out in the experience of several merchants Mr. Hall visited in gathering the data for this section. Page 159.

GOVERNMENT ACTIVITIES

A conference on distribution was held January 14, under the supervision of Secretary of Commerce Hoover, and the importance of a census of distribution was discussed. "We are lacking in basic data as to distribution," said Hoover, "and information of this kind would eliminate a great amount of waste in the whole distribution system. High pressure selling and marketing in unprofitable areas is a national waste and we want to know where these areas are." Page 139.

To open up a new retail or jobbing outlet by trading in the stock of competing goods on hand is a trade custom attacked in a recent order of the Federal Trade Commission. It is described as an unfair method of competition and the stock so taken in cannot be sold at prices lower than the market. Page 148.

MANAGEMENT

The Dennison family, founders of the nationally known organization bearing their name, have not had a voice in the management of the business since 1911. Thirteen years ago they turned the business over to the employees and told them to run it. Of the seven members of the board of directors, one is a member of the family and can be displaced any minute by the others. "The success of the plan is evident in the increased growth and development of the company since 1911," says the writer, and suggests that other executives may find something of value in it. Page 137.

MARKETS

The sales executive who toasts his heels in the outer offices of railroad officials hoping to get an order for his merchandise is in for a long wait. The man on the line, master mechanic, car builder, and section hand knows what he wants and until he is sold and asks for the goods, the men who authorize the purchases are helpless. With a billion dollars spent annually for maintenance and supplies, manufacturers of a product that railroads can use may find it profitable to cultivate the men who say, "We want that." Page 183.

PERSONAL

The year 1925 is going to be moving year again for SALES MANAGEMENT. Architects' drawings have been completed and contracts are being let for the new home which will be finished by September 1. The business for 1924 was by far the best in the company's history, and the rapid growth has made it essential that larger quarters be provided. Page 193.

SALES TACTICS

Shorty asks the buyer to lend him a dime and then tosses it out of a window. He's not crazy, but it is just one of the ways he uses to get attention after ordinary salesmen have been given the air. Every time he goes after an order he follows a carefully thought out plan, and in the majority of instances gets attention by putting a dramatic kick in the approach. Page 142.

By reducing the commission on staple lines and increasing it on specialty products, the J. S. Merrell Drug Company got their salesmen to push the big profit-making lines. Instead of waiting for distribution before taking on a new specialty, they create the distribution. In many instances they have succeeded in getting distribution where the manufacturer's salesmen have failed. Page 149.

Assuming that the jobber market for their merchandise was discontented because of sales policies generally followed by all manufacturers, the Republic Rubber Company changed horses in the middle of the stream and placed the burden of pulling their business out of a rut on the jobbers. How it was done and why is told by a Dartnell investigator. Page 175.

STIMULATING SALES

With a loss of a quarter of a million dollars staring them in the face after six years' effort to put over a new idea of transportation, executives of the Saunders System put the matter squarely up to their branch managers and said, "Sink or swim." In less than three years the debt was paid and the business doubled. Warwick Saunders, president of the company, tells how they did it. Page 178.

TRAINING SALESMEN

The senior salesmen of the Kardex Company are paid a bonus if junior men they train stick on the job and make good for one year. Character and physical examinations weed out the undesirable applicants and after a short time at the factory to learn the line, the junior is turned over to the older men and put through his paces. Page 156.

THESE HOUSES ARE WATCHED

These three houses are typical of our circulation in a certain smart suburb close to a first-rate city. Vanity Fair goes to the first, House & Garden to the second, Vogue to the third.

All represent the same high standard of living, the best trade of the town.

Such houses have modern equipment throughout. Electrical devices in kitchen and laundry. Smart clothes hung in the closets. Good motors in the garage. Luxurious foods in the icebox. The best of everything.

Vanity Fair goes here. Family is socially prominent, entertaining a great deal.

These houses are watched. Watched by their neighbors. Watched by the less fortunate citizens of the town. Watched for the new, the smart, the correct thing. The taste of these families in everything from golf balls to gladiolus bulbs is noted, and copied.

These families everywhere read the Conde Nast Publications to see what is new and smart, so that they may buy it for themselves and their homes.

In dollars and cents, their influence is tremendous. No other force affects the general buying in their town as much, or as quickly.

House & Garden goes here. This family paid an income tax based on \$60,000, net.

Merchants also watch these houses. They know what is wanted in each; take special pains to get and keep their trade; stock what is asked for; and use the name of the leader-family to sell less conspicuous customers.

They, too, follow the Conde Nast Publications, as a means of anticipating the desires of these, their best patrons.

Advertise your product in Vogue, Vanity Fair, House & Garden, the Conde Nast Group, and you reach at one time both your direct customers, the merchants, and your indirect customers, the leading families in every town.

Vogue goes here. Probably this house cost \$100,000, its furnishings \$25,000 and upkeep \$30,000 a year.

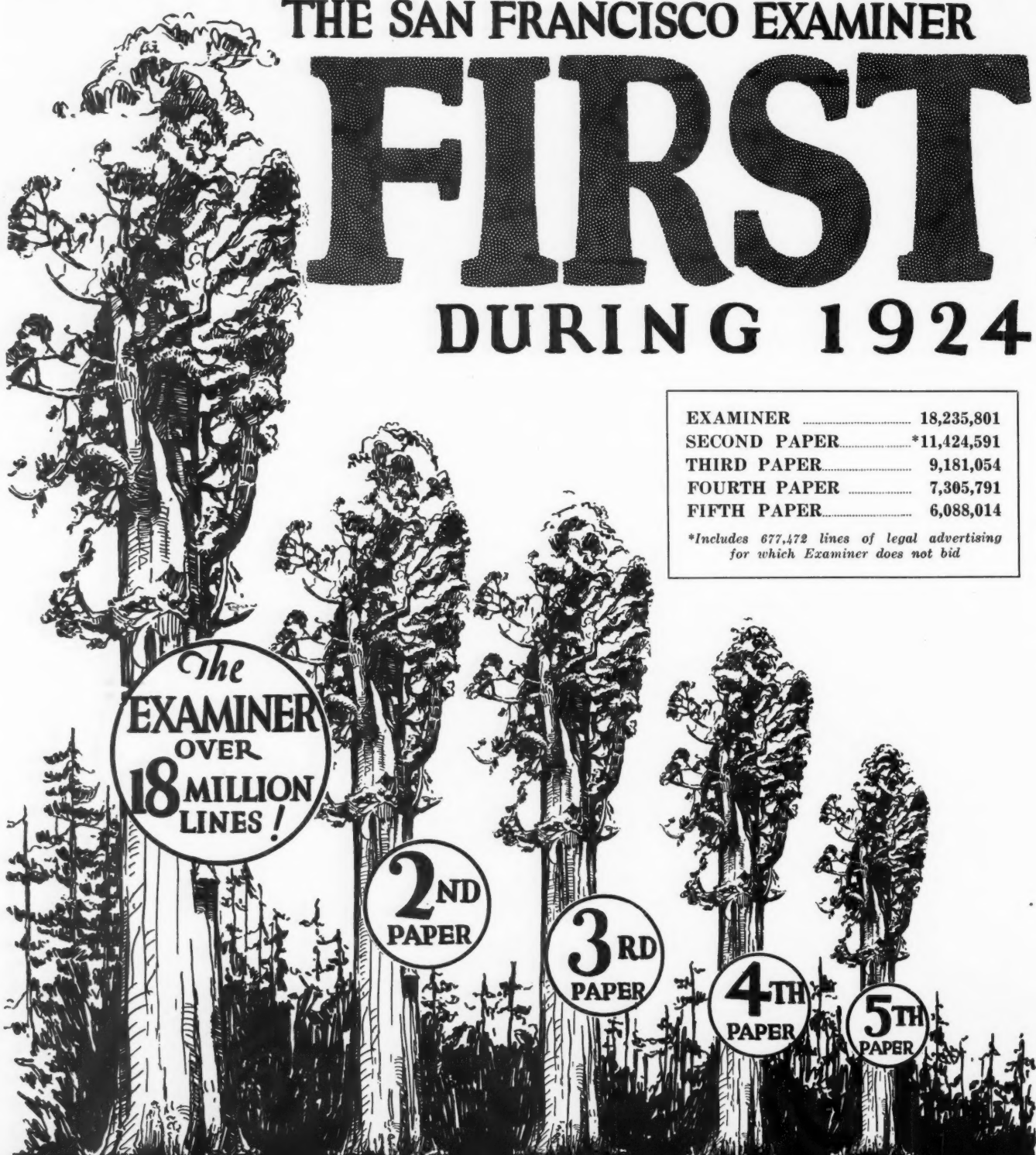


Reach them through the Conde Nast Publications

THE SAN FRANCISCO EXAMINER

FIRST

DURING 1924



EXAMINER	18,235,801
SECOND PAPER	*11,424,591
THIRD PAPER	9,181,054
FOURTH PAPER	7,305,791
FIFTH PAPER	6,088,014

**Includes 677,472 lines of legal advertising
for which Examiner does not bid*

The
EXAMINER
OVER
18 MILLION
LINES!

2ND
PAPER

3RD
PAPER

4TH
PAPER

5TH
PAPER

THE EXAMINER TOWERS ABOVE ALL COMPETITION LIKE A GIANT REDWOOD

San Francisco

There is No Subterfuge for Lineage ~

W. W. CHEW, 1819 Broadway, New York, Eastern Representative

AGAIN

WITH 18,235,801 LINES

The giant redwood towering above its neighbors ideally symbolizes the position that The San Francisco Examiner occupies in the San Francisco newspaper field. The close of each year finds The Examiner *first* in advertising—and *first* in circulation.

During 1924, as in past years, The Examiner led all competition in every classification of advertising, printing 8,891,189 lines of local advertising—6,062,260 lines of classified advertising and 3,282,352 lines of national advertising, with a grand total of 18,235,801 lines.

Advertisers show their decided preference to The Examiner because with its huge circulation of over *163,000 daily and over *331,000 Sunday it offers advertisers the greatest merchandising potentialities in the Central and Northern California market.

Daily The Examiner's circulation is 74% in excess of the first evening newspaper—99% in excess of the second morning paper—171% in excess of the second evening paper and 189% in excess of the third evening paper—and on Sunday offers advertisers a circulation 155% in excess of its only competitor.

†Figures as of Government Statement for six months' period ending September 30, 1924, although circulation now is considerably greater.

Place your advertising where it will reach the greatest number of readers at lowest cost per reader.



Examiner

There is No Substitute for Circulation!

W. H. WILSON, Hearst Bldg., Chicago, Western Representative

Why every issue of **POWER** carries a two-page advertisement of Yarway products—

“We cannot afford to employ anything but the most substantial and correct Yarway Blow-Off Valves”
—They’ve said it before

YARWAY TANDEM BLOW-OFF VALVES

YARWAY POWER PLANT EQUIPMENT

YARWAY BLOW-OFF VALVES—YARNALL-WARING

“Such splendid results from advertising have caused us to undertake another two-page campaign in ‘POWER’ on Yarnall-Waring Valves . . .

“Use lots of the reprints that we shall send you of these advertisements and saturate your prospects with the Yarway Valve story. You will thus benefit to the full by this liberal advertising”

—Excerpt from a bulletin from the Yarway President to the Yarway sales force.

More than 400 representative manufacturers of power-plant equipment and supplies advertise their products in **POWER**.

POWER carries more advertising from more advertisers than any other publication directed to the power-plant field.

POWER

Tenth Ave. at 36th St., New York

A McGraw-Hill Publication

Subscription Rates: Single copies, 20 cents. Yearly subscriptions payable in advance, \$4.00 for twenty-six issues, anywhere in the United States or its possessions. In Canada, \$4.25 and \$4.50 in foreign countries. Six months' subscription, \$2.00, for thirteen issues. No two-year or clubbing rates.

Bound Volumes: There are thirteen issues to a SALES MANAGEMENT volume, beginning with the first issue of January, and the first issue of July. These volumes, bound in buckram, may be ordered for delivery at the conclusion of the volume. Price, \$5.00, postpaid.

Back Bound Volumes: Bound editions of Volume VI, containing the issues of July to December, 1924, and Volume V, containing the issues of October, 1923, to June, 1924, may be obtained from the office of publication, 1801 Leland Avenue, Chicago. Price, \$6.00, postpaid.

Renewals: Subscriptions to SALES MANAGEMENT are dropped promptly when they expire. Readers desiring to keep their files complete should renew their subscription upon finding expiration notice in their copy.

News Stand Copies: This magazine is not generally sold through news dealers. For the convenience of subscribers away from the office it is distributed on the newsstands of the principal hotels.

Closing Dates for Advertising: Published every other Saturday. In circulation preceding Thursday. First advertising forms close ten days prior to day of issue (forms for issue dated January 10, for instance, close in Chicago January 1st.) Final advertising forms close Monday noon of week of issue.

Published every other Saturday by

THE DARTNELL CORPORATION

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Telephones, Ravenswood 0365 and 0367

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497 Collins Street

Member Audit Bureau of Circulation
Associated Business Papers, Inc.

Sales Management

*Published Every-Other-Saturday for Those
Marketing Through National Sales Organizations*

VOLUME EIGHT

Established 1918 by The Dartnell Corporation

NUMBER TWO

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Entered as Second Class Matter March 12, 1919, at Post Office, Chicago, Ill., under Act of 1879
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"How to Sell Quality"

DESCRIBES actual plans and methods used by salesmen who have been successful in combating price competition by quality arguments. Tells how these salesmen make the buyer want quality; get the stipulated price without haggling; shut out the price cutter and keep the old customer sold on quality.

Typical Chapters

How Quality Helps a Salesman

Shows salesmen the advantages in selling quality merchandise.

Why Your Customers Buy Quality

Gives illustrations to prove that wise buyers prefer quality to price when properly sold.

Making the Buyer Want Quality

Tells how good salesmen create desire for quality products.

Creating a Quality Atmosphere

Illustrates the value of comparisons to force price into the background.

Getting the Full Price

Explains how the price dwindles when quality is sufficiently understood.

Disarming the Price Cutter

How to meet price objections with quality arguments and eliminate competition.

How to Close a Quality Sale

Closing arguments that make prospects forget price and buy your products.

Keeping the Old Customer Sold on Quality

Making customers see the profit in repeat orders for quality goods; the loss of patronage that comes with price-cutting, etc.

Send for a copy of this popular Dartnell manual. You will find in it many ideas for your own letters and bulletins to salesmen. More than 350 concerns have distributed copies to their salesmen.

In board bindings: Single copy, \$1.10; dozen, \$10.50; hundred, \$75.00. In DeLuxe leatherette: Single copy, \$1.60; dozen, \$15.50.

The Dartnell Corporation

1801 Leland Ave. CHICAGO 19 W. 44th St. NEW YORK

Personal Items



GRANVILLE P. ROGERS, for many years associated with the Loose-Wiles Biscuit Company as sales and advertising manager, later sales manager of the American Chicle Company, and more recently general sales and advertising manager of the Pyrene Manufacturing Company, has resigned as director of sales and advertising for the Kant-Rust Products Corporation of Rahway, N. J., to become associated with Johns-Manville, Inc., in the capacity of sales manager of the general automotive department.

C. L. HAYES has been appointed manager of the Chicago office of The Tabulating Machine Company, New York, succeeding Mr. P. BONTECOU, who has accepted an executive position with a sister company, The Dayton Scale Company. Mr. Hayes has been with the Tabulating Machine Company for twenty years.

W. A. McDERMID, recently general sales manager of the Autographic Register Company, Hoboken, N. J., is now promotion sales manager of The Hoover Company, North Canton, Ohio. Previous to his connection with the Autographic Register Company, Mr. McDermid was sales manager of The Mennen Company.

JOHN R. HARDIN, president of the Mutual Benefit Life Insurance Company, Newark, announces that Mr. C. C. HILLS, agent for the state of Indiana, has resigned. Mr. Hills is succeeded by WILLIAM H. TENNYSON, who has been associated with the company for nearly twenty years, serving respectively as editor of the company's publications, assistant superintendent of agencies, etc.

J. C. ASPLEY, publisher of SALES MANAGEMENT, was elected a director of the Ravenswood National Bank, Chicago.

A. H. SEYLER has resigned as manager of sales for The Alling & Cory Company, paper jobbers, Pittsburgh, following eighteen years of service. Mr. Seyler is now vice president and general manager in charge of sales for the Cleveland Paper Manufacturing Company, Cleveland. Mr. Seyler has been instrumental in forming a group of sales managers in Pittsburgh, and in addition to being president of the Central States Paper Trade Association, has been active among various advertising and executive clubs in Pittsburgh.

DAVID B. GIBSON, of *Brick and Clay Record*, is now president of the Chicago Business Publishers Association.

H. D. WHITTLESEY, vice president of The Sherwin-Williams Company, Cleveland, paint manufacturers, announces the appointment of C. M. LEMPERLY as director of sales development, a new activity devoted to the development of sales on all the company's products. Mr. Lemperly has been in charge of the company's advertising and publicity for the past eleven years, and NORMAN A. SCHUELE, who has been in the advertising department of the company for eight years, succeeds Mr. Lemperly.

CARR V. VAN ANDA, managing editor of The *New York Times* for twenty-one years, is taking an extended vacation, and during his absence his duties will be assumed by FREDERICK T. BIRSCHALL, assistant managing editor. Mr. Van Anda has been engaged in newspaper work for forty-three years, thirty-six of which were occupied in an executive capacity.

R. T. HODGKINS has resigned as vice president and general sales manager of The Rollin Motors Company to become general sales manager of the Rickenbacker Motor Company. Mr. Hodgkins was at one time general sales manager of the Studebaker Corporation, and sales manager of the Yale & Towne Company.

The Meyercord Company, Chicago, makers of window advertising transparencies, announces the appointment of H. EARL SWEITZER as advertising manager. Mr. Sweitzer was a member of the catalog department of Montgomery Ward & Company, Chicago.

The Flint Motor Company has advanced FRANK E. WITT from Chicago manager of their company to general sales manager at the home office.

J. P. GARLOUGH of Cincinnati, has been made advertising manager of *Outing*, published in Columbus.

JAMES O'ROURKE has been appointed vice president in charge of sales of the new Murray Body Corporation, which is a consolidation of the C. R. Wilson Body Corporation, Towson Body Company and J. C. Widman & Co., all of Detroit. Mr. O'Rourke has spent his entire business life in the automobile business. He was general sales manager of the J. W. Murray Manufacturing Company, and had previous connections with the Oakland Motor Car Company, The General Motors Company and the old Durant-Dort Carriage Company.



Down the Lane to Mrs. Gibson's

When the nation was young and industries were infants, the errand-boys used to turn into Mrs. Gibson's lane of a Saturday morning, with the week's provender—or the goods for a new best dress. Dame Gibson shopped with limitations. Her choice was small, her needs were few. The errand-boys were her contact with her sources of supply.

Things aren't so much different now. The errand-boy still turns into Mrs. Gibson's lanes—more than a million of them, every month. He goes in printed form. He is still their contact with their sources of supply—thousands of them, for all the Dame Gibsons, whose choice is wide and requirements many. The errand-boy's name is

GOOD HOUSEKEEPING

More Than a Million Readers
More Than a Million Buyers

Equal in Circulation to Five Standard Monthly Magazines

The Magazine Section of the Sunday edition of The New York Times, with a net paid sale of more than 600,000 copies, has a circulation as large as the combined circulation of five of the standard monthly magazines.

THE NEW YORK TIMES MAGAZINE SECTION	FIVE STANDARD MONTHLY MAGAZINES
--	--

Single Issue 600,000	Single Issue <i>total of five</i> . . 599,935
--------------------------------	---

1st Magazine	195,556
2nd Magazine	121,987
3rd Magazine	116,523
4th Magazine	94,455
5th Magazine	71,414

599,935

The Magazine Section of The Times is close to the news. It does not publish fiction; its articles are related to important current events, political, economic and business, and it is printed so nearly to the date of issue that the last word on any subject can be discussed. Like a monthly magazine, the Magazine Section of The New York Times is preserved for leisurely reading, giving advertisements permanency of value and a long life.

The rate for advertising in the Magazine Section of The New York Times is \$1.00 per line, equal to one cent per line for each 6,000 of circulation. The cost of a full page is \$1030. The Magazine Section is printed by the rotogravure process and a well designed advertisement utilizing photographs or illustrations can be made a strikingly beautiful announcement and a profitable investment.

The New York Times

1924 RECORDS

Circulation—net Sales 140,640,653	Paper Consumed 143,012,090 pounds
Circulation—net Average	Ink Consumed 2,652,382 pounds
daily and Sunday 384,264	Advertising Space . . . *26,283,924 lines

* The sum received for advertising in The New York Times is much greater than that received by any other New York newspaper—probably more than any other newspaper in the world.

Sales Management

A Dartnell  Publication

Volume Eight

Chicago, January 24, 1925

Number Two

How Dennison Handles Broad Problems of Management

Industrial Partnership Plan Puts Control of Policies Squarely Up to Those Who Share in Profits and in Responsibility for Losses

By Roy W. Johnson

IN 1911, the Dennison Manufacturing Company put into effect what is known as the Industrial Partnership Plan, whereby the surplus profit earned by the company is distributed among certain executives and principal employees, including salesmen, and the sole voting power is vested in the same group of individuals. The plan attracted considerable attention at the time, and has been variously referred to since as a profit-sharing enterprise, a scheme for getting employees to invest in the company's stock, a philanthropy, and so following.

As a matter of fact, it is none of those things, strictly speaking; particularly not the last two named. Though it has resulted in many of the benefits that are commonly associated with philanthropical enterprises, there is no suggestion of benevolent paternalism about it. In reality it is a straight business proposition, soundly and very shrewdly contrived to offset certain unfavorable tendencies, and solve certain problems that are common to many businesses; and it is a plan that is capable of a rather wide adaptation whether one happens to possess the philanthropical instinct or not. Undoubtedly, there are many readers of "Sales Management" who are dealing with the same

sort of problems today, with the probability that they will grow more pressing as time goes on. Such problems, for example as the ever-growing proportion of absentee owners of the business, interested in nothing beyond dividends, and unfamiliar with the conditions that must be met; the problem of maintaining loyalty and enthusiasm under such conditions, where the fruits of extraordinary effort are turned over to strangers; the problem of compensating salesmen and others for long and conspicuous service without spoiling the individual or weakening the general morale; the problem of keeping efficient executives in the company's service without bribing them to stay when flattering offers are received from outside, and so on. It is such common problems as these that the Dennison plan was designed to solve, and after thirteen years of operation the company asserts that it is a success.

As already stated, the plan involves the distribution of the annual surplus among a group of industrial partners, who also possess the sole voting power for directors of the corporation. This group consists of those individuals who have been five years or more in the service of the company, and whose positions require the

exercise of managing ability or control over manufacturing and marketing: executives, department heads, principal foremen, chief clerks, branch managers and senior salesmen.

These are the men, be it noted, that are chiefly responsible for the earnings of the company, and they are also in the most intimate touch with its problems and its requirements for future development. Each of these individuals receives each year a varying number of shares of industrial partnership stock, in proportion to his salary. This I. P. stock represents his share of the surplus profit, which is reinvested in the business, and the stock pays dividends that have averaged around ten per cent a year.

This arrangement is possible because since 1911 the company has had no outstanding common stock. From the foundation of the business in 1844, up until 1878, it was practically a family affair, and was not incorporated until the latter year. "In changing the business from a private partnership into a corporation," the company says, "Mr. E. W. Dennison, the founder, did not merely aim to secure the business advantages of incorporation, but had in mind the sharing of the ownership of the business with those of his employees who

contributed most to its welfare. Thus three years before the incorporation he wrote, 'I am working quite hard to get our business into a form to pass to the good helpers we have as an inheritance. I am planning to incorporate it. Our helpers will become stockholders, their stock to be paid for in the profits of the company.'

"The corporation which Mr. Dennison created, however, was a normal business corporation. It had only one class of capital stock—common stock—and the owners of this stock possessed the entire control of the business and shared its entire profits. The matter of distributing stock to the employees was, moreover, a wholly personal affair with the original stockholders and was not provided for in the incorporation.

Company Reorganizes

"During the period following the company's incorporation the risks of the business were high. By the end of the century, however, it was so thoroughly established that there no longer seemed to be uncertainty as to profits. With the company on this sound footing, new money could be secured to finance its development at the ordinary rates of interest.

"Moreover, many of the old stockholders in the enterprise had died, and their stock had passed to persons entirely unconnected with the company, who, though they knew nothing of its problems and needs, still had the power of electing the directors and thus controlling the business. Thus it was no longer necessary from the point of view of financing or of fairness to give to investors unlimited profits, and it was also no longer desirable from the point of view of a wise management to continue these investors in the entire control of its policies.

"It seemed fair and much wiser for the stock of the investor to carry a fixed dividend and give no power to control the company. At the same time it seemed equally desirable to carry out systematically the policy inaugurated by E. W. Dennison and give to those employees who knew most about the business and who were most able to influence its profits, both the

additional profits earned above the fixed return to the investors and the power of electing the directors.

"To this end the company was entirely reorganized in 1911. All the common stock previously held by the investors was changed over to non-voting first preferred stock with a fixed annual return of eight per cent. All remaining profits are annually reinvested in the business, and stock certificates covering this investment are issued to managerial employees. This stock gives to its owner the right to vote for the directors of the company and pays an annual cash dividend. The exact amount of this cash dividend is determined each year by the directors on the basis of business conditions."

This industrial partnership stock is non-transferable, and cannot be sold or used as collateral for borrowed money. In case the owner dies, or leaves the service of the company, his holdings are immediately exchanged for second preferred stock, at face value. This second preferred stock pays dividends at the rate of seven per cent, and is salable on the open market. Like the first preferred, however, it carries no voting power.

No Strings Tied to Plan

Such, in outline, is the arrangement, and I am fully assured that there are no strings to it. The power to elect directors and to control the policy of the company is entirely in the hands of the group of employees who participate in the industrial partnership stock. No officer of the company has any power of veto, and since the Australian ballot system is used, there is no opportunity to control or intimidate individual votes.

I was assured that the chief element of value in the whole plan is that it is absolutely bona fide; the industrial partners are given real authority and real responsibility—not merely an empty pretense. They know that when they meet for the purpose of choosing directors their judgment is not going to be overruled by some higher authority; the responsibility rests squarely upon their shoulders, and they; and they alone, will share the fruits or pay the penalties of their own management. This

genuine responsibility, in place of the bogus article so often presented, tends more than anything else to promote loyalty to the best interests of the company as a whole, and leads men to study their individual problems of management from that standpoint.

That does not mean, however, that the original owners and investors in the business are left without any check on the good judgment and good intentions of this group of managers. It was provided in the articles of incorporation that the holders of the first preferred stock should vote with the holders of I. P. stock until such time as \$1,000,000 of the latter had been issued.

Plan Eliminates Possible Dangers

Thus for five or six years the original owners retained a voice in the management, after which the partners began to go it alone, which they will continue to do so long as they do not fail materially in their obligations to the holders of the first preferred. It is further provided, however, that in case of failure to pay one-half of the preferred dividend in one year, or three quarters in two consecutive years, the holders of the first preferred shall resume their voting power, and exercise it until all arrears are paid. And if, at the end of four years, there are any arrears on the preferred, the I. P. stockholders shall lose their voting power permanently. Thus the original owners are insured against any material damage to their property through ill-advised action, since the partners must meet their obligations to them before they can get a cent for themselves, and if they fail materially in this respect the control of the business will be taken away from them.

Now with the ultimate control of the business in the hands of a group of employees, there are two very obvious possibilities, both of which are dangerous. On the one hand there is the possibility that power may be concentrated in the hands of a few selfish individuals who constitute an official clique, so to speak, and fatten their own profits by keeping new participants out. Such a possibility would, of course, defeat the main

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Distribution Conference Endorses Marketing Census

Clearer Knowledge of Sales Possibilities, Elimination of Waste, and More Accurate Determination of Quotas to Be Goal of New Survey

ONLY one proposition stirred controversy worthy of the name in the big conference on distribution which held its opening sessions in Washington January 14. By irony of fate, this one bone of contention was the issue which was the secret inspiration of this council on merchandising, the project for a census of distributors. It was a minority, but a back-to-the-wall minority, that challenged the wisdom of such a census.

That any opposition to a marketing census should flare in a love feast was a distinct surprise. Because, the Conference on Distribution, while not called solely to consider this issue, was assembled specifically (though not admittedly) for this purpose. Some months ago intimations came to leading sales executives that if it could be shown that there was a strong and widespread demand for a census of distributors, Uncle Sam might take the matter under advisement. That hint resulted in the call from the Chamber of Commerce of the United States for a National Distribution Conference.

Hoover Supports Proposed Plan

Secretary of Commerce Herbert Hoover, the principal speaker of the conference, stressed the census need when he talked for an hour on "The Outstanding Problem of Distribution." He said: "It is a truism to say that no individual business enterprise could succeed or be continued without waste if it does not know accurately its stocks, the volume of output or sales, the rate of stock turnover, or its orders, or the prices, assets and liabilities and the relation of these to previous periods. Neither can the business of a trade as a whole, or the nation itself, function efficiently unless it knows these very things. Statistics are a counterpoise to psychology in business

—an anchor of facts to tie to."

With this as his text, the head of the commerce department pointed out to the several hundred conferees how the gigantic waste from the boom of 1920, due to the depreciation in value of excessive stocks, might have been minimized if there had been more complete



"If we had a census of distribution, I am convinced that this information would automatically eliminate a great amount of waste in the whole distribution machinery. High pressure selling and marketing expenditure in unprofitable areas is a national waste."—Herbert Hoover, in his address before the National Distribution Conference.

information as to the value of these stocks. Making bold to assert that no sensible business man wants booms any more than he wants slumps, but that what he does want is stability, Secretary Hoover declared that stability or instability in production and distribution are largely the result of the collective judgment of the trades. Right judgments cannot be formed unless each seller knows the facts as to his own business and as to trade as a whole. Furthermore, he must also know the

probable trend of business in general as indicated by the movement in other trades.

The head of the national government's service annex for business conceded that there are other remedies for the irregularities of the business cycle but indicated his preference for statistics as an aid in long view planning and in the better control of credit. He would have the individual executive able to realize from the shifts in credit, from the movement of his own stocks, and from his records of production and consumption, just when the economic balance wheel is moving too fast or too slow and safeguard his enterprise against danger. The government can do much to provide statistical information, he observed, and went on to sketch at some length what the Department of Commerce is already doing, before turning to the proposed new project that is near his heart.

Census Will Eliminate Waste

"We are almost wholly lacking in the basic data as to distribution," were Mr. Hoover's closing words. "We know our production in most important lines of activity. We know a great deal about stocks of commodities in the hands of producers. We know very little as to stocks in the hands of consumers or the area of distribution in any commodity. If we had a census of distribution, I am convinced that this information would automatically eliminate a great amount of waste in the whole distribution machinery. High pressure selling and marketing expenditure in unprofitable areas is a national waste. We do not know where these areas are today."

Resistance to the idea of adding to the nation's statistical services, a census of distribution did not flare immediately, but only after it had been decided that organization of the conference for work over a

long period required the breaking up of the membership into half a dozen departmental or divisional organizations. The structure that was set up (and to administer which permanent committees are now being organized) provides units to deal respectively with collection of business figures, trade relations, market analysis and advertising, expenses of doing business, methods of distribution, and general conditions affecting distribution. When it came to determining the scope and functions of these departmentals there was an open forum and with the framing of specifications for the first sectional unit, the fat was in the fire.

Survey Will Include Price Data

No objection was offered to the first half of the first sectional program, which will seek a better muster of business figures as a means of accomplishing economies in distribution. Not a voice dissented to the idea that means should be found for periodical comparisons of quantities of commodities produced and on hand. The idea was that price data is needed on the same commodities—"sample" commodities if it is not practicable to cover the entire range—at wholesale and retail so that distributors may have a knowledge of market conditions and thereby be guided to intelligent buying and selling policies, avoiding extreme market fluctuations.

Unexpected evidence of a rift in sentiment came when the conference took up the tentative project for a census of distributors substantially like the census of manufacturers now conducted by the Department of Commerce. Three main purposes for the census were indicated. First, a knowledge of market possibilities and basis for judging the relative need for more or less establishments in various localities. Second, the elimination of wasteful marketing efforts. Third, the estimation of accurate sales quotas. As to the latter, it was explained that producers of merchandise often cannot apportion their sales because the number of outlets are not known. It was pointed out that only a census of distribution will authoritatively answer the question whether there

are too many stores in a given line of trade or in a given territory. That, in turn, will supply the answer to the complaint voiced in certain localities that so many salesmen are calling upon the retailers that the latter have not time to see them all.

Active opposition to the whole idea of a census of distribution was voiced principally by the representative of the meat packers. His was a dual challenge. He challenged, first, the value of the figures that would be obtained by such a census. Secondly, he doubted whether there was warrant to add to the running expenses of the government, the expense that would be entailed by the new statistical venture. Underlying it all was the confessed disinclination of the packers to burden themselves with the trouble and expense of furnishing additional reports to the government. Their spokesman stated that some firms in his line were now furnishing to governmental agencies as many as 200 sets of figures.

Packers' Arguments are Refuted

The suggestion of this insurgent that there are already available, through public and private agencies, statistics sufficient to paint a comprehensive picture of the machinery of distribution, was not allowed to pass. It was pointed out in refutation that not only are there no dependable figures on the total number of retail stores in the United States but that unofficial estimates, by persons best positioned to guess, vary as much as 75,000. Several speakers emphasized the need for a census of distribution that would not merely enumerate by classes the number of retail and wholesale establishments on the map but would give information as to stocks of goods on hand. The thought was expressed that, with a record of stocks extending, in due course, over a span of years, there will be afforded the best preventive for unbalanced ordering, the placing of orders at the wrong time, etc.

As not incompatible with the policy of deliberate investigation, the conference ultimately passed, by a comfortable majority, a resolution requesting the Secretary of Commerce to appoint a committee

composed of representative business men to study the needs of distributors for periodical information on the fluctuations of prices in relation to the quantities of stocks produced and on hand; to determine the advisability and character of a census of distribution; and to recommend practical methods whereby the results of these studies may be realized effectually. It was the expressed intention to make a careful survey of existing sources of statistical information before attempting to persuade the national government to enter upon additional undertakings.

Departmental Directors Appointed

Pending the appointment of the committee which Secretary Hoover has been asked to name, this section of the conference work will be under the direction of F. M. Feiker, of the Society of Electrical Development, New York. Permanent status for the other five departmentals is attained by means of special committees with chairmen as follows: Trade Relations, A. Lincoln Filene, William Filene Sons Co., Boston; Market Analysis and Advertising, Stanley Resor, president, the J. Walter Thompson Co., Chicago; Expenses of Doing Business, Robert Ellis, Hessig-Ellis Drug Company, Memphis; Methods of Distribution, Dr. M. T. Copeland, Harvard School of Business Administration; and General Conditions Affecting Distribution, Sydney Anderson, chairman of the Joint Congressional Commission of Agricultural Inquiry.

Sales problems and sales possibilities were revealed in a number of flashes in the brief remarks made on the floor of the conference. Dr. Copeland remarked that he observed that the spirit of barter and price jugglery which has so nearly disappeared in the field of retail trade is yet present in the field of manufacture and wholesale trade. He thought that one of the evils of the day in these latter fields was the lack of uniform price policy. Factors of the individual firm, he lamented, are quoting different prices to different customers with the result that poor bargain-ers are being penalized and good will is in jeopardy.

Winchester-Simmons' Club Plan for Getting Dealers to "Trade Up"

Dartnell Investigator Finds One Dealer Who Credits Plan With Hundred Per Cent Sales Increase Last Year

WHEN the executive office of Winchester-Simmons requested a special drive to increase their Winchester agents, business conditions over the entire United States were unsettled; the pocketbooks of the public had been cautious for months, and the retailer was retrenching rather than expanding.

Of course the salesmen reflected this gloomy state of affairs and special drives seemed as inconsequential as remarks about the weather.

Sales Meetings are Practical

The Winchester-Simmons Chicago office serves five states. Twice a month regular sales meetings are held at which time special items are analyzed and comparisons made with corresponding competitive lines. At one meeting, lawn mowers were discussed and the salesmen dissected and put together both their mower and the competitive mower. The result of this practical demonstration by the salesmen themselves was the elimination of price objection and the reward of large orders.

At other meetings, sporting goods, cutlery, etc., received the same treatment, and thus the salesmen actually teach themselves. These classes are sometimes alternated with golf matches or trap shooting contests which promote a spirit of camaraderie and a greater knowledge of sporting goods lines.

However, on the Saturday before the agent drive, the meeting acquired a new aspect—the city map was put under observation. First of all, each territory was reviewed. The red pins represented Winchester agents and the surrounding blue chalking was the restricted district. Outside this realm, several white pins indicated the stores which might become valuable exponents of the Winchester plan. That is, retailers

who were progressive and forward looking; merchants who were anxious to trim their windows and tables as attractively as the drug stores and department stores; or dealers who were willing to be a part of their community life in order to stimulate sales.

The population is the determining factor of an agent's territory—therefore no two salesmen could look forward to the same number of prospects. After a careful analysis of each district and subtle suggestions on the part of the management as to the possibilities every territory held, each salesman was asked how many new agents he felt sure he could sign in one month. The men were cautioned not to overestimate their proficiency as their approximations were being recorded, but in the wholesome rivalry of the moment, the meeting took on the appearance of an auction with each man's ability challenged. This "plan-your-work" meeting reached a high pitch of enthusiasm and competition.

How Prospects are Approached

Up to this time the work has been carefully planned and the next step is its subtle presentation upon which the salesman has been long and carefully trained. This presentation method may take the salesman a few hours or a few days. In the first step, the prospect is casually but wisely informed that a certain agent in whom he places a great deal of confidence and respect has suggested his name as a progressive dealer who would be eligible to membership in the Chicago Winchester Club. This naturally arouses the curiosity of the man, and because he admires the success of that agent he is anxious to learn how much the Winchester plan figured in it. Now the salesman has an opportunity to present his sales arguments. In an

apparently disinterested manner and without asking the prospect to join, he merely tells him as a matter of information how the Winchester plan is cooperating with and helping the members of the club.

He explains that the agents of Chicago control the Winchester newly manufactured products and demonstrates their superior construction and quality in baseball, basketball, or football goods, or any item he knows to be the dealer's pet hobby.

Obviously the merchant becomes interested in a line that is free from competition by territorial restrictions.

Cooperating with Dealers

Further than this, the salesman thoroughly explains how the dealer receives broadsides giving suggestions and merchandising ideas on seasonable items. The advertising hints include cuts and editorial matter. His clerks are actually taught the art of window trimming by the salesman himself. Assistance is rendered if store rearrangement is desired and also in the formation of Winchester rifle, skating, and tennis clubs, and baseball, basketball and football teams. All these sports create a demand for his goods and give him publicity; often the papers print a picture of the store and the clubs formed. Also the patronage of the young people is brought to his door, and boys and girls are an invaluable means of advertising when Mother wants some kitchen utensils and Dad goes fishing. Each year \$2,200 in cash is awarded to agents having the most attractive window displays.

Then the salesman tells of the club of city Winchester agents which meets once a month to discuss current problems. For instance, some dealer discloses how he cut down on overhead, or how

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The banker
wore side whiskers—
he was that kind of a banker

A Salesman Who Puts a Dramatic Kick Into His Sales Plan

When Ordinary Salesmen Fail This Fellow Comes Along With a Stunt—But He Has a Real Selling Idea to Back It Up

By Arthur H. Little

SPEAKING of drama, the most effective actor-dramatist I happen to know is a little man named Shorty B——. And yet he isn't a theatrical man at all, but a salesman.

Personally, Shorty is of the same type, architecturally and temperamentally, as was Daniel Webster, whom somebody described as "a steam engine in pants." He's short and stocky and thick through the chest. When he sits down in an ordinary office chair his feet hang clear of the floor; and it has been by schooling himself carefully that he has overcome the perfectly human tendency to swing them. Swinging one's feet while talking to a business man about an order that will involve several thousand dollars of that business man's money would be, Shorty realizes, somewhat incongruous.

Shorty looks—and is—highly dynamic. Often I've looked at him and thought, "If somebody would tap him on top of the head he'd bounce." He talks in clipped-off phrases—broken chunks of sentences—and the words he speaks

weigh four pounds each. Impatient of irrelevance, he drives straight through. His favorite remark is this: "Why not?"

Shorty, I venture to say, is the last man in the world you would take for an actor. Yet I've known him to gain an audience, catch a prospect's interest and arouse his curiosity—all with acting of the purest kind. He's the last man in the world you would take for a playwright. And yet, not three weeks ago, I sat in an audience at a play he wrote which, in the parlance of the dramatic critic, "knocked them out of their chairs."

Shorty Stages His Sales

Although he, very likely, would be the first to deny it, Shorty seems to be a living paradox. Selling a line whose very atmosphere is the atmosphere of dignity, he turns to tactics—when the occasion warrants—that he seems to have borrowed from a circus. He can walk into the office of the president of a bank, stage a bit of strategy that might have been lifted out of the methods of a street-corner pitchman—and walk out with an order.

Shorty, one might assume, is a hundred and fifty pounds of living proof that, in any kind of selling, however dignified be the commodity, rough stuff wins. But he isn't. For—and here's an important distinction—Shorty isn't rough. Always and everywhere, he's a gentleman, tactful and courteous. Nor does he four-flush and bluster, covering up with noise and bombast any weakness in himself or his line. He doesn't need to bluff. He knows his business. To sell his line he has been obliged to learn, intimately and thoroughly, the principles of business administration and the details of business procedure. Day after day, in his routine work, he finds problems in the business enterprises of his prospects, tackles those problems with all the detachment and deliberation of a consultant, and solves them. For it is only through solving problems that Shorty sells.

"Our kind of selling," Shorty explains, "really isn't done in the presence of the prospect. It's done at the salesman's desk—maybe after hours at night—when a fellow buckles down—and works."

What, then, is Shorty's big idea? Simply this: Dramatize your message. Visualize your selling story in terms and symbols that your prospect will most quickly understand. Your story may be complex; it may have been formulated—as Shorty's often is—out of hours or days, or even weeks of study of the prospect's specific situation. It may be a story so long and so greatly involved that it can be told adequately only in the form of a typewritten proposition or in a half-dozen interviews. But the gist, the crux, the moral of that story is something you can pack into two minutes of drama. And the irony of the matter—if irony it contain—lies in the fact that the prospect, if you were to ask him afterward just what it was that sold him, probably would pick the drama.

Facts as Well as Drama

"But," says Shorty, "don't kid yourself into believing that the drama alone would be enough. If your product is specialized and expensive; if it's going to affect, materially, the business or the personal life of your prospect; if its purchase is something that calls for study and sober consideration, don't imagine that the way to sell him in a hurry is to dump your selling talk and put on a vaudeville skit in his office. He'll want the facts; and you'll have to give him logic. The point is, though, that the actions of a man arise from two places—his mind and his feelings. Tell your story—yes. But clinch the whole business—sell his emotions—with a bit of drama."

How?

Well, here's an expedient that, with certain variations, Shorty himself has applied many times:

He walks into the office of, say, the general manager of a big business concern. The general manager is a man he doesn't know from Adam.

"Good morning, Mr. Goofus," Shorty says. "I wonder if you happen to have a dime."

"A dime?" says Mr. Goofus. "Why—er—I think so. Did you want a dime?"

"Yes, sir," says Shorty, gravely, "if you please."

Mr. Goofus fishes in his pockets, drags forth a paper of matches, a tire gauge, a broken cigarette holder, a folding corkscrew and seven assorted coins. Among the coins he finds a dime and, with an uncertain smile, hands the dime across the desk to Shorty.

"Thank you," says Shorty.

Then he walks to a window, pauses with a hand on the window pull and asks:

"Do you mind if I open this for just a moment?"

"Why-ah, no," says Mr. Goofus. "Go ahead."

Shorty raises the window a foot and through the opening casually tosses out the dime. Then he closes the window carefully, turns to Mr. Goofus and says:

"Mr. Goofus, what I have done is exactly what you do every time you permit one of the young ladies out there in your general office to do what she was doing when I came in."

"Eh?" says Mr. Goofus. "You mean we're throwing away money?"

"Yes, sir," says Shorty, "and not just dimes, either. Dollars—hundreds of 'em—thousands. It isn't only one young woman out there that you're permitting to throw away your money, but a whole staff of people. And what they're doing is typical of what's going on in a good many other places in this business. Mr. Goofus, with the permission of your department heads, I've made a careful study of your operating methods; and here, on paper, I've set down an outline of your whole procedure. I find several places where you're losing money through unfortunate methods. I can show you a number of ways in which you can cut down your operating expense, save time, get a better picture of your business as a whole—and so increase your profit."

Interest Follows Attention

Is Mr. Goofus interested? He is. While Shorty, by invitation, goes into a detailed explanation, Mr. Goofus listens attentively, asks pointed questions, calls in his department heads in order that they, too, may hear what Shorty has to say—and they, too, ask questions. And finally, at the end of that interview or at the end of some subsequent interview, Shorty lays before Mr. Goofus an order for, say, twenty-four hundred dollars worth of the equipment that Shorty sells; and on the dotted line Mr. Goofus signs his name.

What sold him? The long-protracted conferences in the office of the boss? Shorty's arguments and his facts and figures? "Well," Mr. Goofus himself probably would say, "of course, I wouldn't have spent that much money without going into the matter thoroughly. But what really impressed me was when that little short fellow came into my office and took a dime of my money and threw it out the window. The dime? Oh, yes; he paid that back. He deducted it from the price of his equipment."

In Shorty's territory—and this was down East



Somebody said that, like Daniel Webster, "Shorty was a regular steam engine in pants"

in conservative New England—was a certain banker who wore sideburns. He was that kind of a banker. One of his hobbies, and one of which he seemed inordinately proud, was the fact that, by his order, no salesman of the firm that employed Shorty could enter the sacred cell that was the banker's private office. Just why he should have cherished that particular prohibition nobody knew; but cherish it he did—and bragged about it.

Shorty, coming into the territory to succeed another man, heard of that banker and his hobby.

"And that sort of thing," Shorty said to himself, "can't go on. I'll go see that old duffer."

And so, straight to the old duffer's bank Shorty went, marched in through the lobby and to the very doorway of the old duffer's private office. The door stood open. And there, on the threshold, Shorty paused and said:

"How-to-do, Mr. Highpockets."

Mr. Highpockets—whose name wasn't exactly that—looked up, grunted and said:

"How-to-do."

Customer Turns Salesman

"Mr. Highpockets," Shorty went on, "I represent the Blank Company, whose salesmen, I understand, are barred from your office."

"Yes?" said the banker.

"Well," said Shorty, "you see, I'm respecting your rule. I'm staying outside. But I thought you'd be interested in knowing that I've come to give you seven hundred and fifty dollars."

"Yes?" said the banker. "Well, you can just hand it to anybody out there in one of those cages. They'll see that I get it."

"But," said Shorty, "you don't understand. You see, I'll need your cooperation. I'd like you to give me about a half-hour of your time—long enough to go with me down to the First National and talk with the cashier down there."

"Young man," said the banker, "I've half a notion to take you up. You don't look crazy; and your firm, I'm sure, isn't insane. Yes—I'll do it."

He went. Down at the First National Shorty just surrendered

him to the First National's cashier, saying: "I'd like you to tell Mr. Highpockets here just what our equipment is doing for you."

The First National's cashier talked for nearly three-quarters of an hour. He produced figures. And all the while Shorty merely stood by and listened.

"All right," said Mr. Highpockets, finally, "all right. And now, young man, you and I'll go back to my office."

On the following afternoon Mr. Highpockets signed an order. Then he said:

"Now, young man, when you first came in here you said something about 'giving' me seven hundred and fifty dollars. Of course I know that you didn't mean it; but I'm curious to know just what you did mean."

Where the Buyers are Wise

"Well," Shorty explained, "I really was telling you the truth. As you see, that order calls for about seven hundred and fifty dollars' worth of our equipment. Down at the First National you were told that their installation—which is a duplicate of what you are getting—paid for itself in less than a year. Yours will do the same. In a year or less it will have paid for itself and after that it will be paying you a profit. Doesn't it look as if I actually have made you a present of seven hundred and fifty dollars?"

"We-l-l," said the banker, "if you look at it that way—yes, you have."

And ever since then that sideburned banker has been one of Shorty's friends. At his club Mr. Highpockets likes to tell a story beginning: "Speaking of salesmen, one day a little short fellow came into our bank, poked his head in at my door and said, 'I want to give you seven hundred and fifty dollars.'"

Drama?

"Well," someone on the negative side might point out, "drama's success depends, of course, entirely upon the audience. What goes big in one place may fall flat in another. And nothing could be more absurd and less enviable than a salesman who, having tried

a piece of this dramatic monkey business, sees it flop. Drama in salesmanship may be safe enough and effective enough out in 'the provinces,' among the unsophisticated buyers. But in a metropolitan territory, where buyers are wise, it's downright dangerous."

Where buyers are wise?

Less than three weeks ago I sat through a national convention of about three hundred branch office managers of the very same concern that employs Shorty B—. Every man in that audience was an ex-salesman. Every one had come up from the ranks to a place in which he directed a crew of salesmen himself. Every one of them had encountered every kind of prospect, wise and otherwise, that the world affords. And every one of them, as he sat in that convention, was himself a buyer—a prospect, if you please, for ideas. A wiser, more sophisticated group of men would be hard to find.

Their convention lasted four full days; and those four days were very full of business—a session in the convention hall every day from 9 to 5, an hour for lunch, and every minute of every working hour chock-full of program.

Putting Kick Into a Convention

The program was broad, and deep. It covered every phase of those men's work, from the financing of their agencies to the physical lay-out of their offices and demonstrating rooms. And on every angle of those men's operations the company management hoped to "put across" some message.

What was the management's method? Addresses by company executives? Lectures and harangues by department heads? Not any!

The management's messages went to that audience in the form of drama—little one-act playlets, written in advance, memorized, rehearsed, and then staged, with scenery, on the convention-hall stage. The lines were written by amateurs and the actors were home-office men; but the directing was strictly professional. An ex-actor, a man who, after years on the stage, had gone into selling

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What Sticking to One Policy Has Done for These Advertisers

Some advertisers remind us of the chameleon on a piece of Scotch plaid, but the most successful usually stick to one policy with bull-dog persistency

By David H. Colcord

TWENTY-EIGHT years as salesman and general sales manager of one of the largest soap manufacturers in the world gives a man the right to make a trite observation about advertising without being ridiculed by the Young Advertising Idea. Furthermore, the very commonplaceness of this general sales manager's observation is significant. Profound observations are apt to be as obvious and commonplace as the efficacy of the golden rule.

"Advertising success is due to ninety-nine per cent consistency, and one per cent novelty. Repeat

for twenty years the one thing about your product that makes it distinctive, so that everybody may hear, and by the brute force of consistent repetition, you win," this man said recently to a member of the Dartnell editorial staff. He went on to say that it had taken him a quarter of a century to discover that there were no short cuts, that he had tried everything from free deals to house-to-house selling, only to find that every method based on expediency dug its own grave.

"While we have been 'merchandising,' using the most highly strategic methods that any firm

has ever devised, our competitor has been talking day after day, week after week, month after month, and year after year, about 'That School Girl Complexion.' If we stopped 'merchandising' tomorrow, in one year's time we would be forgotten. We teach the clerk to sell our soap. Our competitor doesn't have to; the easiest thing a clerk does is to supply what is asked for. If I had it to do all over, I would lay out an advertising campaign for a ten-year period. I would put it in the hands of one advertising agency—and I'd stick to that agency and their plan and their copy, if it were

THE MULTIGRAPH

How it Adds to the Profits of Banking Houses, Large or Small, by Getting More Business and Reducing Expense

IN considering how it can increase its profits, a bank is a good deal like a store. True, the thing it sells is service instead of merchandise; but it has the same two principal ways of increasing profits—first, by getting more business, and second, by reducing its percentage of expense.

The Multigraph is helping banks to do both of these things, just as it is helping merchants, and is equally operated in the privacy of the bank's own precincts. It is a wonderfully efficient means of extending business, lowering the cost of printing, and saving delays.

Two Instances that Show the Adaptability of the Multigraph to Banking Needs

THE Commercial Bank and Trust Company, of Cleveland, with its capital and surplus of \$2,000,000, prints a great number of its forms by means of the Multigraph.

It uses the Multigraph for the printing of its business letters, statements, and reports, and for the printing of its various forms, checks, and drafts. It also uses it for the printing of its various circulars, notices, and advertisements.

The Multigraph is also used for the printing of its various forms, checks, and drafts. It also uses it for the printing of its various circulars, notices, and advertisements.

THE AMERICAN MULTIGRAPH SALES CO.

Exclusive Distributors and Dealers: 1000 N. 4th St., Cleveland, Ohio

"Best Direct Mail Exhibit We Ever Saw"

Said the Judges

Read why Walter Sharp won first prize in a big contest for the best story of 'Selling with the Multigraph'

He Did 'The Thing That Couldn't Be Done'

In the face of intense competition, Walter Sharp, of the Walter Sharp Manufacturing Company, Los Angeles, Cal., manufacturers of Window Shades and Draperies, selling with Multigraphed direct mail alone, without the use of salesman or any outside agent, quadrupled his business in five years.

Now this increased business clearly brought. For every \$15.15 Mr. Sharp spends, he takes in \$374.50 of brand new business—and much more if re-orders are considered.

"When my selling plan was first suggested to business men," says Mr. Sharp, "they laughed and said that the cost of advertising would be too great for the possible returns. But we did what couldn't be done."

THE MULTIGRAPH

"All one needs is to have brains enough to realize what can be done with a Multigraph to promote business, then get a Multigraph and use it. What the Multigraph has done for us, it will do for others. It is just waiting to be put to work to knock the tops out of 'Old Man Over Head'."

Our Brochure, "Going After the Customer," contains Walter Sharp's entire story together with 79 other instances—the most remarkable group of evidence of direct mail success ever gathered together, ever. The coupon will bring it. Send for it today.

The New Multigraph with Typewriter (and small illustrations) \$37.50

down, balance on easy terms. Cash price \$185.00. Printing and attachment, as shown on machine in large illustration, \$15.00 extra.

THE AMERICAN MULTIGRAPH SALES CO.

1900 East 6th Street, Cleveland, Ohio

Consignment Plans and one without any obligation on your part, your new business entitled "Going After the Customer," and when you just have the Multigraph will be of service to you.

My Multigraph is.....

Name.....

Address.....

City and State.....

This advertisement appears in The Saturday Evening Post, January 26, 1924.

Since 1911 the basic idea back of American Multigraph advertising has remained unchanged. They still employ the same advertising agency and the same advertising manager as they did then. The advertisement reproduced above to the left appeared in 1911; the one on the right in 1924.

the only thing I did in those ten years. And my company could afford to pay me a fat salary if I did nothing else but to see that we stuck to our plan."

It is well worth the effort to occasionally reread the Book of Psalms. The hundredth reading yields infinitely more than the first. At eighty one will find them as fresh and packed with meaning as one did at twenty. There is something elemental in their message. What this sales manager said about the value of advertising, commonplace as it is, is just as fundamental today as it was when you bought the first page of advertising space or wrote the first letter to your dealers.

The sculptor taps his chisel one million times before we can begin to discern the face on the marble, and the public mind is even more adamant than marble. But once the marble has taken shape, it outlasts a civilization; and an advertising impression has often outlived those who were responsible for it.

This is old stuff! But even the science and art of advertising may become so complex that we get to mistaking the woods for the trees.

Perhaps consistency is the advertising "secret" that the advertiser who "shops around" is really looking for. It might interest him to know that Tiffany has retained the same advertising agent for forty-nine years! The Victor Talking Machine Company has retained its agency for twenty-three years; Hart Schaffner & Marx, twenty-three years; the Pompeian Company, twenty-one years; Campbell Soup, fifteen years; Hampshire Paper Company, nineteen years; American Rolling Mills, ten years; Hyatt Roller Bearing Company, thirteen years; Florsheim Shoes, ten years; Munsingwear, fifteen years;

Larkin Company, thirty-one years; Chicago Flexible Shaft Company, thirteen years; Bradley Knitting Company, fifteen years; Multi-graph, fourteen years; National Lamp Works of the General Electric Company, twelve years; Statler Hotels, thirteen years; West-

twenty years. Four years ago the sales manager and the advertising manager of a going concern in Minneapolis walked unannounced into the conference room of a Chicago advertising agency and asked to see the principals. This agency had been handling their account for a little more than one year.

"Personally we think you are about the finest crowd we have ever been associated with," began the sales manager. "We think you have done a good job for us this past year," offered the advertising manager.

"But," hesitated the sales manager, and the agency principals knew what was coming—they had heard that same "but" before. "But," he hesitated sheepishly again, "we have decided to change agencies. We want to put a new note into our advertising, and we are not sold on the plans that you have shown us for the coming year. Same old stuff you gave us last year. Frankly I want to say, that you fellows have got to get some new blood in your business, etc., etc., etc."

The agency principals did the unexpected. They agreed with the sales and advertising manager, because after twenty years' experience they realized the futility of trying to unsell them on their objection to the service they were rendering. They knew that it would do their clients good to shop around for new ideas. The principals knew that it would take this sales and advertising manager at least ten years to learn

that advertising was something more than a Punch and Judy show, that the principles which governed advertising were as elemental as gravity. They didn't care to risk their reputation as an advertising agency on their ability to put on a new show whenever a client cracked the whip.

5-Room \$498 ALADDIN

WE PAY THE FREIGHT

You can buy all the materials for a complete home direct from the manufacturer and save four profits on the lumber, millwork, hardware and labor.



Attractive Designs—Sturdy Construction Fine Lumber



6 Room ALADDIN—\$648

Aladdin houses are all built of beautiful clear "A" Redwood siding, clear flooring, clear interior woodwork and sound, strong framing. Aladdin's free catalog printed in four colors gives all facts. Send for it today.



Story-and-Half—\$325

SAVE 18% Lumber Waste and 30% on the Labor Cost.



Dutch Colonial—\$1199

Aladdin's 19 years success proves that you can do as thousands of other home-builders do every year—save from \$200 to \$800 by building an Aladdin home. There is an Aladdin near you wherever you live. Go and see one. **SAVE** money, time and annoyance by ordering all materials from one reliable manufacturer.

Price Includes all lumber cut to fit; highest grade interior woodwork, siding, flooring, windows, doors, glass, paints, hardware, nails, lath, roofing, with complete instructions and drawings. **Freight Paid** to your station. Permanent homes—Not Portable. Many styles to choose from. Write nearest mill today for FREE Money-Saving Catalog No. 0000.

The ALADDIN Co.,
Bay City, Mich.
Also Mills and Offices:
Wilmington, North Carolina;
Portland, Ore.; Toronto, Ont.

PRICES are all Freight Paid to your Railroad Station.



7 Room ALADDIN—\$998

Complete Five Room ALADDIN HOUSE Shipped \$298 Anywhere

The Aladdin method enables you to buy all the material for a complete house direct from the original producer. It saves four profits on the lumber, millwork, hardware and labor. You keep the middlemen's profits in your own pocket.

DWELLING HOUSES, BARNs, SUMMER COTTAGES

Aladdin Knocked Down Houses are shipped everywhere. Every piece of material comes to you cut and fitted and ready to nail in place. No skilled labor required. Permanent, attractive, warm and lasting. Not portable. Price includes all lumber cut to fit, shingles, doors, windows, glass, patent plaster board, interior trim and finish, paint, nails, locks, hardware and complete instructions. Immediate shipment. Houses from 2 to 12 rooms. Save four profits by buying direct from mill. Send stamps for catalog.



NORTH AMERICAN CONSTRUCTION CO.,
BAY CITY, MICH.



"Here's what you asked for, 1910 (below) and 1925 (above) copy.

"It knocks into a cocked hat all the theoretics of the advertising bunk artists.

"It sold houses by mail in 1910. It sells houses today.

"Psychoanalyze that, ye advertising experts, engineers, firemen, conductors, and brakemen!"—O. E. Sovereign, secretary, treasurer and general manager, The Aladdin Company.

inghouse Electric & Manufacturing Company, eight years; Yale & Towne Manufacturing Company, ten years; Standard Oil Company, twelve years; Colt's Patent Fire Arms, seventeen years; Aladdin Company, seventeen years; Cudahy Packing Company, eleven years, and Three-In-One Oil,

When the news broke— about Hopkins

LAST April we released the news about the election of Mr. George W. Hopkins as a vice-president of this corporation. We announced also that Mr. Hopkins would be in charge of our Department of Sales Plans.

This department had been operating successfully for one year under the direction of another good sales manager, Mr. Thomas F. Flanagan. He was needed to take up

other work for us. So we told the great world of sales people that the services of George W. Hopkins were available.

During the first week we were deluged with letters of congratulations. We have the permission of these writers to publish their letters. Nothing can tell better the qualifications of our manager than a few of the letters which his own acquaintances have sent to us.

What they wrote us

"Ideal man for counsel in general sales"

THE HOOVER COMPANY
North Canton, Ohio

Have just learned the fact that George W. Hopkins is about to join your organization, with the idea, that among other things, he shall serve as counsel to your clients and others on merchandising plans and policies.

You are to be complimented on securing a man of Mr. Hopkins' broad experience. His vital interest in sales problems, as well as his proven ability make him an ideal man for counsel in general sales, and hence, we shall add, advertising problems.

Feeling sure that you have done well in adding Mr. Hopkins to your organization, and that his counsel and advice will be much in demand, we remain,

THE HOOVER COMPANY.
H. W. Hoover, President.

• • •

"Brilliant, dynamic and experienced"

LIFE SAVERS, INC.
Portchester, N. Y.

Having just learned that George Hopkins is coming with you as manager of your Department of Sales Plans, I hasten to congratulate you on acquiring so brilliant, dynamic and experienced an idea man and sales executive as I know him to be.

J. Roy Allen, Vice-President.

"Fortunate to secure the services of Mr. George W. Hopkins"

TIDE WATER OIL SALES CORP.
Eleven Broadway, New York

Have just received information which prompts me to offer sincere congratulations to the Chas. W. Hoyt Co. You are, indeed, fortunate to have been able to secure the services of such an able and well informed man as Mr. George W. Hopkins.

In offering these congratulations I do so with a thorough knowledge of the benefits that your company will receive through Mr. Hopkins' affiliation. No one that I know of is better adapted for your class of work than the above mentioned party.

F. H. Dickison, Sales Manager.

• • •

"Wide experience in sales planning"

NATIONAL LEAD COMPANY
111 Broadway, New York

I am informed that Mr. George W. Hopkins is going to join your organization. I want to congratulate you upon securing a man of such wide experience in sales planning as Mr. Hopkins. It seems to me that the field you open up to him is just fitted for his well-known gifts.

With best wishes for both of you, I am

O. C. Harn,
Chairman Sales Committee.

"Extensive experience in solving sales problems"

E. R. SQUIBB & SONS
Manufacturing Chemists
General Offices, New York

Accept my congratulations on the announcement that Mr. George W. Hopkins has been appointed in your organization as Vice-President, Director and Manager of the Department of Sales.

I am sure that, with Mr. Hopkins' extensive experience in solving sales and marketing problems, your organization will be able to serve your numerous clients in a manner which will be productive of an increased volume of business and strengthen their advertising and merchandising campaign.

Personally, I have always admired Mr. Hopkins very much for the virile manner in which he tackles any problem, and the logical line of reasoning he uses in solving the same.

With best wishes to you, Mr. Hopkins and the members of your organization for continued success, I am,

R. D. Keim,
General Sales Manager.

CHARLES W. HOYT COMPANY, INC.

PLANNED ADVERTISING

Reg. U. S. Pat. Off.

Dept. A-1, 116 West 32nd Street
New York

Boston

Springfield, Mass.

WHAT is the function of an advertising agency? Should it stop short at advertisement writing? Should it do anything to help the sales department? Should it deem advertising a thing apart from sales? Should it play with real teamwork, cooperating with the sales force and helping to carry the ball? Mr. Hoyt delivered an address about a year ago before the New York Sales Managers' Club. His subject was "How far should the advertising agency go with reference to the affairs of the sales department?" It has been printed in pamphlet form and we will be pleased to send it free of charge to interested executives.

THE CHARLES W. HOYT COMPANY,
116 West 32nd Street, New York

"How far should the agency go?"

Name

Firm

Address

(Pin this to your letterhead or fill it out) Dept. A-1

That was four years ago. If changing advertising agencies is any criterion, this advertiser has gathered in more new ideas than a collie has fleas in the last four years. They have changed agencies five times. They have changed advertising managers four times. The sales manager was made secretary at the end of two years, and he has fired two sales managers.

We will have to grant that the sales manager has moved up. In the eyes of the directors he has made good. He has had his picture printed in golf clothes in a great national magazine! He hasn't missed anything!

And this is where that first advertising agency could qualify as a member of the "I told you so" club; as this Minneapolis

advertiser, a pioneer and once dominating in their line of business, now ranks sixth among eighteen other competitors. They did not keep hammering consistently with one idea long enough!

Two generations ago the advertiser lived in fear of Madame Grundy. A generation ago he lived in fear of the federal government. If the turn-over experienced by a number of first class advertising agencies is any criterion, a good many advertisers of the present generation live in fear that they will miss something!

The cardinal sin of this advertising age is to miss something. The advertising "live wire" seems to be exactly what the term implies—something that has worked loose, jumps, sputters, throws off a lot of

sparks, contacting with a flash with every advertising current within reach.

There are advertisers who, if they happen to see a Wrigley Wagon sampling chewing gum, they feel that they have missed something, because they have consistently pursued an advertising policy for at least a year. They awake to find that they have not tried sampling in their business! And they grab an ax, hew a block out of their advertising appropriation—and sample—whether the product be thumb screws or linoleum.

Mr. Advertising Agent, if you want to hold your account with this type of advertiser, fer'even's sake, give him something new, and give it to him often!

Forbids "Trading Out" Competitive Stocks and Unloading Them at Cut Prices

THE not infrequent practice of "opening up" a new retail or jobbing outlet by taking in exchange the stocks of competing products already on hand is attacked in a recent order of The Federal Trade Commission against Walde & Company, Inc., manufacturers of dress fasteners. According to the commission's findings of fact, the company made a practice of offering to exchange its own fasteners for any other fasteners the distributors might have in stock, and in this way accumulated a large supply of competing goods which were afterwards sold on the open market at prices considerably lower than those charged by the original manufacturers.

This, in the commission's view, constituted an unfair method of competition, and in its order the company is directed to cease and desist from exchanging or offering to exchange its fasteners for others. The company is also forbidden to sell any of the competing fasteners already in its possession at prices below those regularly charged by the manufacturers, unless it is clearly stated that the goods so offered are "second-hand," and this is given as the reason for the reduction in price.

It is not clear from the findings in this particular case whether the commission is disposed to condemn the single practice of taking over retail stocks in exchange as an unfair method of competition, or whether something depends upon the method of disposing of the competing goods afterwards.

Whether the commission would object, for example, to the exchange of retail stocks where the goods taken over were sold at full list prices, it is difficult to say. The fact, however, that the manufacturer in this case was required to discontinue the practice of exchanging goods entirely, and not merely to stop selling them at reduced prices, raises the question as to how far the commission is likely to go in passing judgment on similar practices.

Judging from the course of events in the past, the approximate result of this action is likely to be a number of similar complaints filed with the commission, and manufacturers who follow the practice of accepting competing goods in exchange would do well to exercise caution, at least where the disposal of any stocks now on hand is concerned.

It should be added, perhaps, that this case has no bearing on the practice of trading in used or second-hand goods as part payment on a purchase of new equipment, where the trade-ins are afterwards sold as second-hand.

The Federal Trade Commission has issued a complaint against the Coraza Cigar Company of Philadelphia, charging unfair methods of competition and the use of alleged misleading labels.

According to the complaint the Coraza Company has used a trade mark or brand containing the words "Marshall Field," together with a portrait of Marshall Field, Sr., who founded the Marshall Field Company of Chicago. The complaint states that the use of the name and the portrait misleads the trade and public.

A complaint has also been issued against five manufacturers of screen doors, window screens, and similar products and a company acting as sales agent for such manufacturers, on a charge of unfair competition. Since the five companies which were formerly in competition with each other have now formed a central selling agency, the charge is one of restraint of trade.

Order Takers Turned Salesmen Ring Up Bigger Profit for Merrell

Merrell Drug Company Increases Profits and Salesmen's Earnings By Helping Manufacturers Win Initial Distribution for New Lines

By Donley D. Lukens

A JOBBER that makes a specialty of obtaining initial distribution for manufacturers is—well, rare, to say the least.

But the J. S. Merrell Drug Company of St. Louis, have for the past several years gone out of their way to obtain accounts which have no distribution in St. Louis. More than that, they have been unusually successful in obtaining distribution for manufacturers, even in some cases succeeding after the manufacturer's salesmen have failed.

This policy was adopted as a result of a careful analysis of sales, salesmen's compensation, and the diminishing territories which most jobbers have to do business in, due to the increase in the number of jobbing points.

Studying salesmen's volume, earnings and profits on certain lines, R. T. Dunn, manager of the sundries department of the Merrell organization, found that the profits were made on specialties—that many salesmen whose volume of sales were greatest, created the smallest amount of profit for the house. These salesmen were the ones who were pushing staple lines which needed no salesmanship, and which were sold on such a small margin that the company practically traded dollars in handling these lines.

With this information Mr. Dunn started in to develop a system which would give the salesmen a real incentive to push the profitable lines. "Our first step," says Mr. Dunn, "was to obtain the exclusive distribution of a few well advertised lines which enjoyed a

quick turnover on the druggists' shelves. Selling these lines meant increased volume for the salesmen, because once the salesman had a dealer started selling one of these lines, the dealer had to reorder from our men. It did not take the salesmen long to see this. Sales in the lines on which we had ex-

business in the staple lines on which the commission was cut and had not been selling any appreciable amount of the more profitable specialties. The new arrangement amounted to a salary cut for these men. As you can easily imagine these old time salesmen made a vigorous protest.

As soon as the sales force was thoroughly lined up on the new arrangement, Merrell set out in earnest to increase the distribution of the lines which they had on an exclusive basis.

The way in which the Western Company's products were handled is typical of other lines which already had some distribution in the St. Louis market when Merrell took them over.

Dr. West's tooth brush and the other Weco products had been sold in the St. Louis market for several years and enjoyed

Merrell Drug Company Reverses Usual Jobbing Procedure

MOST jobbers say, "Show us a distribution and a demand for your line, and we will stock it, and take care of re-orders."

The Merrell Drug Company of St. Louis tried this plan and found that profits were diminishing. Now they say, "Show us an adequate advertising campaign and a good product and our salesmen will take care of getting initial distribution for your lines. And we will sell dealers you probably couldn't sell."

Every manufacturer and jobber should study this new policy of Merrell's because it shows what can be done when manufacturer and jobber really use each other to the best advantage.

exclusive distribution soon began to increase appreciably.

"To further encourage our men to push the lines on which we made the most profit we devised a sliding scale of commissions. On the lines on which we were practically trading dollars we reduced the commission to one per cent. From this minimum commission we arranged the scale so that the most profitable lines paid nearly three times as large a commission as the men had received on these profitable items under the old flat rate commission arrangement."

The Merrell Drug Company did not have an easy time selling this new commission arrangement to their salesmen. Some of the old timers who had been with the house for years were doing a big

a fair dealer distribution. However, up to the time that Merrell took over the exclusive wholesale agency for the Weco products, The Western Company had been unable to get them into a single one of the large downtown stores in St. Louis.

Mr. Dunn thought this was a real opportunity for him to set the pace for his salesmen in obtaining new accounts for Weco products. The pace he set was a stiff one—so stiff, in fact, that no one but a real go-getter could hope to keep up with it.

Leaving the office a few minutes before three to call on all of the department stores and the large drug stores in the downtown district, none of which was carrying Weco Products at the time, Mr.

Dunn went home that night with an order for Weco Products from each of these stores tucked safely into his pocket. Following this demonstration of the fact that it could be done, the salesmen had Weco Products in every desirable store in St. Louis within three weeks' time. The only stores which were not handling these goods at the end of the three week period, were a few that were such poor credit risks that they were undesirable accounts.

"How," I asked, "can you afford to put on campaigns like this on the usual 10 or 15 per cent discounts which it is customary to allow the jobber?"

Products Must Be Advertised

"We can't. We have to live," was Mr. Dunn's prompt comeback. "If a manufacturer wants us to obtain distribution in this market for him he must do at least four things for us. First, we insist that the product must be right. Second, he must give us definite assurance of adequate local newspaper advertising in St. Louis and must introduce this newspaper advertising with at least two full pages. Third, he must allow us at least 20 per cent discount. Fourth, we insist upon the exclusive distributorship to drug stores for this territory.

"The first thing that I ask a salesman who tries to interest me in taking on a new line is, 'Let me see your newspaper advertising.' If the newspaper advertising is not large enough, or if he can not sell me on it, we are not interested in going any further with him.

"That chap I was talking to when you came in was trying to interest me in a new line, but he did not have any advertising except a few small reverse plates which they were going to run about three times a week. When I found out that was all of the advertising his house was willing to put behind the goods I would not even take the time to look at his samples.

"In introducing a new product the jobber's salesman is in an entirely different position from the manufacturer's specialty salesman. The factory man simply introduces the product, turns the orders over to the local jobbers, and then

goes on about his business. He does not expect to see that dealer again next week and the week after as our salesman does. If their salesmen promise that the advertising will create a demand for their product and the advertising falls down it will naturally hurt their distribution in this market and make it hard for them to regain. If our salesmen did the same thing with three or four different products it would just about put us out of business.

"Because we realize this fact, and the dealers know that we realize it, the cost to us of getting distribution in this market is far less than it is for the manufacturer. Knowing us as they do, the dealers are more ready to take our word for it that a new product will go over in this market than they are to take the manufacturer's word for it. When the manufacturer's specialty man goes into a dealer's store to sell a new line, the specialty man has to first gain the dealer's confidence. Our men already enjoy this confidence and we are mighty careful to see to it that they do not violate it."

Jobber Has Dealer Confidence

The Merrell Drug Company has entrenched itself so thoroughly in the druggists' confidence in the St. Louis market that they have even obtained distribution on products which the manufacturers themselves did not think could be introduced into this market at the time Merrell tackled the job.

The introduction of Hennafoam into the St. Louis market is a good example, both of a product which was introduced into this market, when the manufacturer's market survey indicated that it could not be done, and as an illustration of how the dealer confidence which the Merrell Drug Company enjoys enables them to get distribution more quickly and at lower cost than the manufacturer can get it.

When a representative of the Hennafoam Company stopped in St. Louis on his way back to New York after the campaign to introduce Hennafoam in Los Angeles, he called on Mr. Dunn. During his visit he told about the campaign in Los Angeles and added that they would be ready to introduce Hennafoam into St. Louis in

about a year or eighteen months.

"Why the delay?" asked Mr. Dunn.

"Well," the salesman replied, "we have looked into the St. Louis market very carefully and decided that we could not get sufficient distribution here to pay us to put on the campaign before that time."

"When will you be back in New York?" Mr. Dunn asked the question.

"Next Tuesday," said the salesman.

"I will see you there Wednesday," was Mr. Dunn's only comment.

How New Goods are Introduced

The following Wednesday Mr. Dunn met the Hennafoam people in New York. They told him in detail why they did not think that Hennafoam would go over in St. Louis at that time. He replied by placing a five thousand dollar order on three conditions. These conditions were: first, The Hennafoam Company would put on the same newspaper advertising campaign in St. Louis that they had put on in Los Angeles; second, Merrell would have two Hennafoam specialty men for two weeks; third, Merrell should have exclusive distribution to the drug trade for the territory covered by Merrell salesmen. The conditions were agreed upon and the order put through.

On his return to St. Louis Mr. Dunn got his salesmen together and gave each of them a copy of the advertising portfolio with instructions to study it and prepare themselves for the campaign. Two days later the specialty men came to St. Louis to train the Merrell salesmen. Before sending them out with his men, Mr. Dunn asked them to work alone for a few days and suggested the territories where he would like to have them work.

At the end of several days the specialty men working alone had sold about three and a half gross. After giving his own men more detailed instructions, Mr. Dunn turned them loose and told them to try to break the Los Angeles record. The first day they went after distribution they sold every downtown department and drug

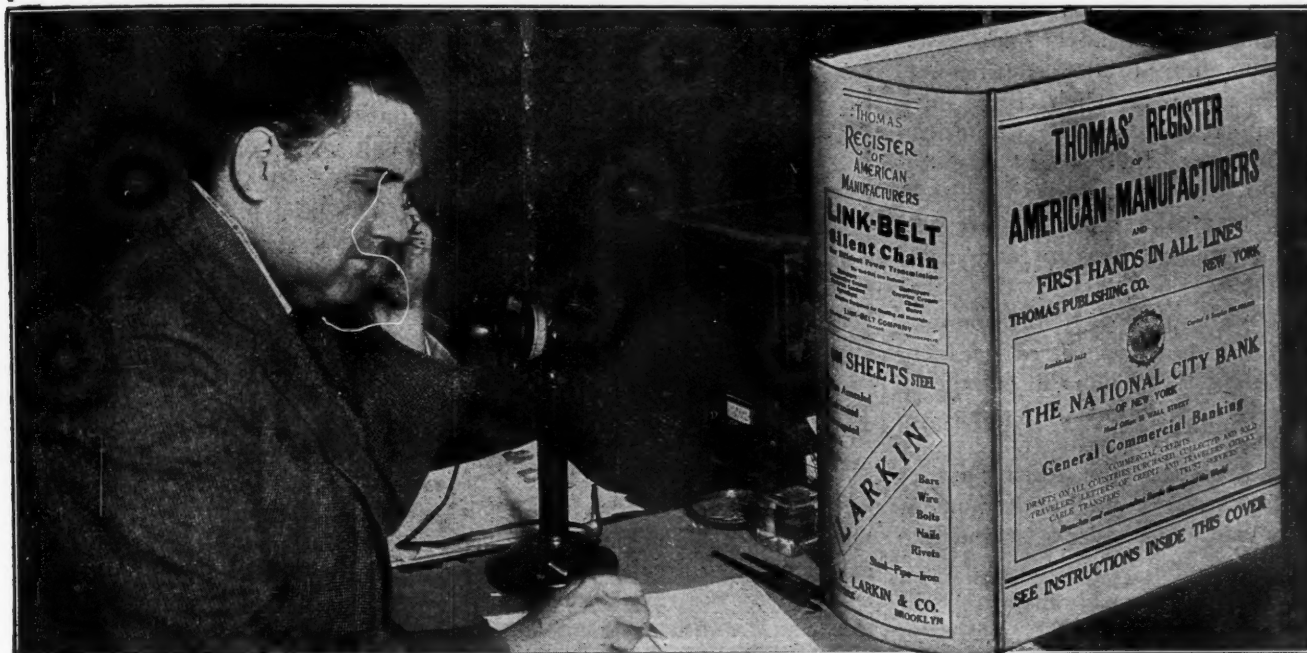
(Continued on page 203)

2236 SALES MANAGERS CAN TESTIFY

to the surprisingly large number of high class inquiries turned in by this extraordinary solicitor. It covers every line of trade, all the time, everywhere, and produces many saleable industries, that otherwise would not be received.

We refer to the **2236** Sales Managers of the **2236** concerns which publish descriptive or "informative" advertising matter in the Thomas' Register.

THE BIG ASSISTANT TO THE BIG BUYERS



In more than 25,000 important concerns in the U. S. and abroad, the above illustrates the position of Thomas' Register in relation to the man who buys, directs, or specifies (Executive, Purchasing Agent, Foreman, Department Head, etc.)

Notwithstanding the numerous Registers, Guides, Catalogues, etc., received free, a substantial price is paid for this Register by a clientele of that class which values efficiency more than gratuity. It is always kept at hand, ready to instantly furnish sources of supply for anything required. (It will furnish a list of any conceivable product or kind of product, more than 70,000.)

As a rule it is the first and only publication consulted. Its users buy it especially to save the time and trouble of searching through miscellaneous papers, circulars, etc. They want manufacturers to publish descriptive or "informative" advertising matter in the Register, where it will be readily found when occasion arises. 2,236 important concerns are doing so, to their profit.

The Register brings such matter to the attention of buyers at the propitious moment when purchase is contemplated, and in many instances, it is the only publication that will do so because it is the only publication they consult at such times.

The Register is used in purchasing by every line of business, everywhere, every day in the year. Including the public reference copies (more than 1,000) in Banks, Libraries, Boards of Trade, etc., where each copy is used by many, its total number of users probably exceeds 50,000.

THOMAS PUBLISHING CO., 461 Eighth Avenue, New York.

Fifth District A. A. C. W. to Meet in Detroit

The National Advertising Commission and representatives of the Fifth District of the Associated Advertising Clubs of the World will meet January 29 and 30 in Detroit, Michigan, at the Hotel Statler.

This gathering, it is reported, will be a miniature national advertising convention as it will bring to Detroit many of the most prominent advertising men in the country. The National Commission represents twenty-five distinct departments of advertising. Its membership totals seventy-five, three members each from such organizations as the American Newspaper Publishers, Association of National Advertising Agencies, and other groups representing publishers, buyers and allied business.

It is the purpose of the commission to function as a clearing house for the policies affecting the broad interests of American advertising. Twenty-five advertising clubs compose the Fifth District Group and several hundred members are expected to attend the meetings.

The January 29 meeting will consist of a National Commission executive session. January 30, the meetings will be given over to departmental discussions. At noon Friday, the commission will meet with the Adcraft Club of Detroit at its regular weekly luncheon and the afternoon program will merge with the luncheon.

Among the speakers who have been booked to speak at these joint meetings are Jas. O'Shaughnessy of the American Association of Advertising Agencies; Lynn Sumner of the Association of National Advertisers, and E. T. Meredith, former secretary of agriculture.

The sales managers' section of the Baltimore Advertising Club recently elected the following officers to direct their conferences for 1925: E. Lyell Gunts, chairman; Paul M. Taylor, vice chairman; and N. M. Parrott, secretary.

Mail Order Houses and Chains Show Record Year

Mail order and chain retail stores report the setting of a new high mark during 1924. Montgomery Ward & Company sales for the year amounted to \$162,715,494, which is a 20.8 per cent increase over 1923. In the last two years combined, this company has increased sales a little more than 75 per cent. For thirty-five consecutive months the sales volume has increased over the total of the corresponding month a year previous.

The tabulation below shows the total 1924 sales volume, with the per cent of increase over the twelve months of 1923:

	1924 Total	Increase over 1923
Sears, Roebuck	\$222,174,742	3%
Mont. Ward ..	162,715,494	20.8
F. Woolworth ..	215,493,575	11.4
S. S. Kresge...	90,096,248	10.1
J. C. Penney ..	74,237,612	19.3
S. H. Kress ...	40,259,211	18.4
McCrory Stores	25,231,430	18.
Average		14.4

P. P. A. Will Register Special Sales Drives

In order to avoid conflicts in weeks set aside for some special sales drive, the Periodical Publishers Association, New York City, has instituted a calendar in which each one of these weeks is registered as fast as announced by manufacturers.

National advertisers who anticipate designating some period for special sales or advertising drive are asked to send the date for entrance on this calendar. This information will be confidential in so far as the name of the manufacturer is concerned. The class of product and the date will be given out in case inquiries are made.

Through this service it is expected that advertisers will avoid conflicts such as would require dealers to display or advertise more than one product at one time. There is no charge for this service.

Canada's second annual radio week will be held February 2-7, according to an announcement made by the Canadian Radio Trades Association. E. G. Hogarth will manage the campaign.

Department of Research Organized by A.A.A.A.

The American Association of Advertising Agencies has created a department of organized research to be operated under the supervision of Dr. Daniel Starch, of the Harvard Business School.

This department is to devote its time to the collection of data of interest to manufacturers and distributors from an advertising standpoint. The work will be similar to that of other associations which have collected and classified information pertaining to their membership.

Among the first problems to be taken up is an analysis of the circulation of leading periodicals which will classify subscribers according to occupation, sex and purchasing power.

Sears Roebuck to Build in Kansas City

C. M. Kittle, president of Sears Roebuck Company, has just made public the plans of the company to erect a new branch house in Kansas City to cost \$5,000,000. The new building will be nine stories in height and provide approximately 1,500,000 square feet of floor space. It will be located on thirteen and a half acres of ground recently acquired between 15th and 17th Streets and Cleveland and Askew Avenues.

"We expect to have the building completed and doing business in Kansas City early this fall," said Mr. Kittle.

Sterling Beeson, Inc. Open Agency in Toledo

The organization of a new advertising firm to be known as Sterling Beeson, Inc., with headquarters at Toledo, Ohio, is announced by Mr. Beeson, formerly of Myers-Beeson-Golden, Inc.

Associated with Mr. Beeson in the new enterprise are Frank A. Kapp, recently of Charles H. Fuller Co., Chicago; John O. Munn, formerly of Willys-Overland Co.; H. R. Sturgeon, of the John H. Willys Export Corporation; Robert S. Cummings, of the Martin V. Kelley Co., Toledo.

Why Advertising Isn't Directed to the Man Who Pays the Bills

Back of the Man Who Signs the Check May Be a Mechanic, a Wife or Daughter Who Can and Will Say "No" Unless Reached by Advertising

By Cheltenham Bold

ALONG last spring a friend of mine, who is a consulting engineer by profession, was considering the purchase of a new car. On the way to town one morning he told me that he had definitely decided on a ———, and regaled me all the way to the Grand Central with an exposition of the purely technical reasons for his choice. He had gone into the matter with characteristic thoroughness, and that was that.

A month or so later he drove up to the house one evening in a brand new Cadillac. "Meet the new 'bus," he announced. "Glad to," I responded. "But I thought you were going to buy a ———."

A Veto and an Ultimatum

"So did I," he declared, "until I told Mildred about it. After that there was nothing doing. Not popular enough for the set she runs around with, if you get the idea. Then she enlisted her mother, and the two of them drew up an ultimatum: Packard, Pierce-Arrow or Cadillac, if I wouldn't come through with a Rolls-Royce. And there you are. Now go ahead and say it!"

"I'll say this," I told him, "that you have no kick coming. You only got a taste of your own medicine. And for a professional scuffer at national advertising, it would seem that your education is progressing."

There is nothing strikingly unusual about that incident, of course. It is simply the sort of thing that happens, every now and again, in connection with the sale of pretty nearly everything: from pig iron to advertising space, and from toilet soap to cylinder oil. Probably every business man runs into it occasionally—at least he is mighty fortunate if he doesn't. And incidentally it represents one

of the important advertising problems which we advertising agents sometimes have difficulty in getting business men to appreciate.

The man (or the woman, as the case may be) who has the power to say "no" is often quite as important to the seller of goods as the individual with immediate authority to say "yes." Sometimes, as in the case of my friend, the engineer, she is of considerably more importance. I don't suppose that the manufacturer of the ——— automobile considered the opinions of a flapper debutante as belonging in the same universe with the facts concerning gear-shifts and transmission systems, but look what they did to him! The family blue-pencil was sharper than the sword of logic, and considerably more effective.

Now it doesn't matter very much whether sales are made over the dealer's counter or direct to the consumer, by mail, telephone or personal solicitation, the actual purchaser may be the housewife, or the purchasing agent of a great industrial corporation; the transaction may involve merely the casual purchase of what my friend, Mr. Parlin, calls "convenience goods," or it may require a careful comparison of values and requirements; the hazard of a veto is there just the same.

Place of Sale Not Important

Somewhere in the background there is likely to be somebody who can say "no," with or without trimmings and elaborations, and say it with effective finality. Sometimes this individual is the big chief who has control of the purse strings, and sometimes it isn't. It may be the daughter of the family who is just considering the problem of letting her hair grow out again, the neighbor who swaps

confidences over the bridge table or the tea cups, the shipping clerk, or the grimy individual who spends his working hours in communion with a steam gauge.

And it is one of the important functions of advertising to seek these people out in advance, plant favorable ideas in their minds, and reduce the hazards of their veto by establishing an affirmative opinion in place of a negative. That is a job that can be done more effectively and economically by advertising than by any other method, and there are instances in which it is the most important function of the advertising—sometimes almost its sole function, as a matter of fact.

Considering the "No" Hazard

Reaching the man who can say "no" is usually part of the advertising problem, and it is more or less difficult according to circumstances. Sometimes it is a question of mediums, sometimes of copy, and sometimes of both. The big difficulty, however, lies in the fact that advertisers so often fail to realize the importance of it. "I know all my customers and have a complete list of prospects," we sometimes hear. "The salesmen make regular calls, and we reach every buyer direct at frequent intervals with letters and circulars. Why should we buy publication space when we are reaching the man with authority to buy already?"

Or we are told that certain mediums reach only a small percentage of "actual buyers," hence that the balance of the circulation is sheer waste. Or again, we are instructed to cut the "nonsense" out of our copy, get down to brass tacks, and give 'em reasons that will make 'em buy. All this generally means that the advertiser does not realize the importance



American Laundry Machine Company Finds Special Sales Room Profitable

THE new branch office of the American Laundry Machinery Company at San Francisco, California, has a specially constructed sales room containing every type of laundry machine this company manufactures. The machines are connected with a power line and a panel board permits the operation of any or all of these machines depending upon the type of customer who is being shown the equipment.

In some instances the machines are cut open and glass enclosed so that the mechanism may be shown in operation with complete safety. Various types of electric irons have been installed and a glass compartment contains the different kinds of garments that may be handled on this equipment.

This specially designed sample room has attracted considerable attention and reports indicate that the investment necessary to prepare it will be a profitable one.

of reaching the man who can kill the sale, though he perhaps cannot make it. Therein lies the practical value of much of the so-called institutional advertising that is sometimes sneered at by the brethren. A general reputation for high quality and integrity is the best possible insurance against the blue pencil.

Unquestionably the primary object in planning an advertising campaign is to reach those who have the affirmative power to buy the goods—the men and women who can say “yes.” But it is very seldom that advertising is used to the best advantage if it stops there. It is oftentimes of equal importance to reach those who can say “no”—to determine if possible who and where they are, and develop the best method of gaining their attention.

This can generally be done with reasonable accuracy, and in planning advertising for our clients we always try to do it, on the ground

that an advertising campaign is complete when it reaches all of the factors which help to determine sales, and insufficient when it does not. I say that we try to do it, because we do not always succeed. We are not infrequently confronted with the man who can say “no” ourselves. Our plans for our clients are always up against the hazards of the veto and the blue pencil, both as regards mediums and copy.

I don't maintain, of course, that we are right all of the time; but we are right in a larger proportion of cases than we are given credit for. The big difficulty is that somebody more or less in the background—a sales manager perhaps, or the treasurer, or a branch manager out in the field—swings the ax on the list, or “revises” copy to suit his personal taste, without any real knowledge of the problems involved, and with no possibility of appeal. In this connection I have often wished that

publishers of advertising mediums would study their own selling problem a little more closely than many of them do, for I think this would be a benefit to all concerned. Too many of them are concentrating all of their selling efforts upon the men who can put them on tentative lists, with scarcely a thought as to the requirements of the men who can take them off of the list without benefit of clergy.

This is bad for the publisher, because he does not get business to which he is reasonably entitled, and it is bad for the advertiser because he does not get the representation his best interests demand. The facts about mediums which demonstrate value in the minds of agency space buyers and advertising managers—the men who ordinarily say “yes”—have oftentimes little significance in the eyes of the men who ultimately pass judgment upon the mediums that are actually used; if, indeed, the latter are ever reached by the information at all.

Advertising to the Veto Power

Concentrating on the agency space buyers and the men who are listed in the directories as having direct supervision of advertising too often fails to reach the veto power that in many instances governs. Only the other day one of our clients called up to say that it had been decided to drop a certain newspaper in Middle Western territory, and take on another in its place, because the local branch manager had requested it. From every standpoint it was a fool request, but it went through for 1925 simply because there was nothing in the sales director's mind that would enable him to pass judgment intelligently.

As a matter of fact, I do not know a single line of business where this hazard of the veto on sales does not exist and flourish. Advertising is the best insurance against it that has yet been devised, but in order to apply the insurance, the problem itself must be appreciated. It may look extravagant to spend money to reach those who can only say “no,” but it is considerably more expensive to let them go on killing sales before they are really born.



A 2,000,000 Market dominated by *one* newspaper

1,992,713 people live in the Indianapolis Radius—Indianapolis and the seventy-mile radius, the zone of concentrated influence of The Indianapolis News.

This is one of the most compact, responsive markets in America, whether you are selling cigars or mayonnaise, women's wear, foods or building materials.

A marvelous transportation system knits the whole Indianapolis Radius together so closely that Indianapolis is the thirteenth city in retail sales, although it is twenty-first in population.

It takes fewer *man-days* to sell this market and keep it sold. Once sold it yields volume profits continuously.

The most powerful merchandising force in this market is The Indianapolis News. It has been for half a century.

Frank T. Carroll,
Advertising Manager

Dan A. Carroll,
110 E. 42nd St.,
NEW YORK

J. E. Lutz,
The Tower Bldg.,
CHICAGO

The News alone covers the consumer market intensively. The News has the largest circulation in Indiana. Because of its tremendous consumer influence, The Indianapolis News has the greatest influence with the trade.

As an advertising medium, The Indianapolis News decisively surpasses every other Indiana newspaper in volume of advertising carried, ranking fourth among the 1600 six-day evening newspapers in America.

The Indianapolis News has the largest circulation, carries more lines of paid advertising than all other Indianapolis newspapers combined and ranks first in consumer and dealer influence. The News is indispensable in merchandising the Indianapolis Radius. The News alone is necessary.



In Indianapolis, The News has more home delivered circulation than both other Indianapolis newspapers combined. In The Indianapolis Radius, The News reaches the best homes in every community. It is delivered individually to 5,814 farmers daily by The News' own motor routes in addition to the mail subscribers. Coverage is complete.

THE INDIANAPOLIS NEWS

The Kardex Plan for Recruiting and Training New Salesmen

Definite Schedule of Training Expected to Double Man Power By Putting Responsibility on Each District Manager and Senior Salesman

A PLAN which is expected to double the junior man power of the organization has just been put into effect by the Kardex Company, of Tonawanda, New York.

Briefly, the plan enables every senior salesman or district manager to employ one junior salesman, provided the senior or district manager has a volume of \$1,000 per month or over for at least three months of the previous six months' period.

The junior salesman's compensation will be advanced by the company, at the rate of twenty-five dollars a week, part of which will be charged to the senior salesman's commission account.

Establishing a Rate of Pay

The first week the company advances the twenty-five dollars, twenty dollars is paid by the company out of the general sales promotion expense, and five dollars is charged to the senior salesman or district manager. For the first month the junior salesman is expected to sell a volume of \$100.

The second month the company charges eighteen dollars a week of the junior's compensation to the general sales promotion expense, and seven dollars a week to the senior salesman. During the second month the junior salesman is required to sell a volume of \$200—the third month \$300, the fourth month \$400, the fifth month \$450 and so on. Each month the company's share of the junior salesman's compensation is reduced and the senior salesman is required to pay a larger share. For the twelfth month the company pays ten dollars a week of the junior's salary, and the senior salesman or district manager is charged with fifteen dollars a week of the junior's salary.

The recruits under this plan will be considered junior salesmen for one year, at which time they may

be transferred to the senior salesman's department, and in six months, if their sales are sufficient, have a junior salesman under their employ on the same plan.

All juniors are required to make out daily reports in duplicate, one for the district manager and one for the home office at Tonawanda. All juniors will be assigned a definite territory, and their operations must be confined to the territory assigned to the senior salesman under which the junior is employed.

At the end of three months' service in the field under the supervision of the district manager or senior salesman, the junior may be eligible for training in the home office school. When the junior is accepted for home office school training, he will receive an expense allowance of twenty-five dollars a week, with no charge to the senior salesman. Transportation expense to the home office and return is paid by the company.

Scientific Selection Method Used

Part of the company's sales program consists of what they term a physical demonstration of the Kardex product. No junior salesman will be accepted for training in the home office school until he has a certificate from the district manager showing that he has learned the physical demonstration. While the company does not require the salesman to use this physical demonstration in actual use, it does require that all juniors know it.

The company has outlined a very specific method for the selection of men and for eliminating undesirable applicants. In the first place, no junior may be employed without the company's approval, and no men will be hired until after they have passed a physical examination and a character examination. Both these examinations will be paid for by the company.

Two methods are used for weeding out undesirable applicants. The first is a standard application form, a letter-size four page folder, which calls for a detailed history of the man's education, experience, habits, environment, physical characteristics, and living conditions.

After the application is made out, the district manager must fill out an impression record, or rating scale on the applicant. This is made out after a personal interview with the candidate and from a consideration of his application. The district manager must rate the applicant on health, personality and character, intelligence, education and experience, industry and executive ability, age, personal appearance and manners.

Pay Bonus for Good Men

There is a definite age limit set by the company, based on past experience with salesmen. It is from twenty-two to twenty-seven. On the back of the rating scale the company lists fourteen negative qualities, which, when possessed by salesmen are considered disqualifications. Possession of one of the negative qualities is enough to disqualify a man. Some of them are: the man with thin lips, and a sharp pointed nose; men who are fat and flabby, or more than ten per cent over normal weight, height and age considered; men who have never saved money, who are extravagant, or who do not know what it costs them for necessary expenses a month; men who are in debt, or owe past due accounts; handsome "ladies' men."

It is also interesting to note that the company will employ no men as junior salesmen who have had experience as salesmen of adding machines, raw materials, dry goods, cash registers, computing scale, typewriters, or other similar specialties.

Sending the Salesman Around in a Moving Billboard

The Experience of Quaker Oats Company, Emerson Drug Company and Life Savers, Inc., with Specially Built Cars for Their Salesmen

THE specially constructed automobiles used by retail and jobber salesmen of Life Savers, Inc., are in a large measure responsible for the year by year increase in sales volume noted since this merchandising plan was adopted," said James R. Davis, field sales manager, when asked whether the special salesmen's cars had proved successful.

"That the plan is a profitable one and plays an important part in the sales program is evidenced by the fact that in 1925 fifty-five new cars will be constructed and placed in operation. At the present time there are seventy cars used of which sixty-four are covering the highways and byways of the United States and the other six are used in England, Australia and Canada."

The original idea back of the car was that it afforded an unusual way to keep the product before the buying public. It was simply to be an advertising scheme, but it developed into a real selling help. As a means of helping increase distribution, the salesmen find that it is invaluable.

The car itself is an exact reproduction of the package of mints. Even the different colors are carefully reproduced. The salesmen carry a supply of display cases,

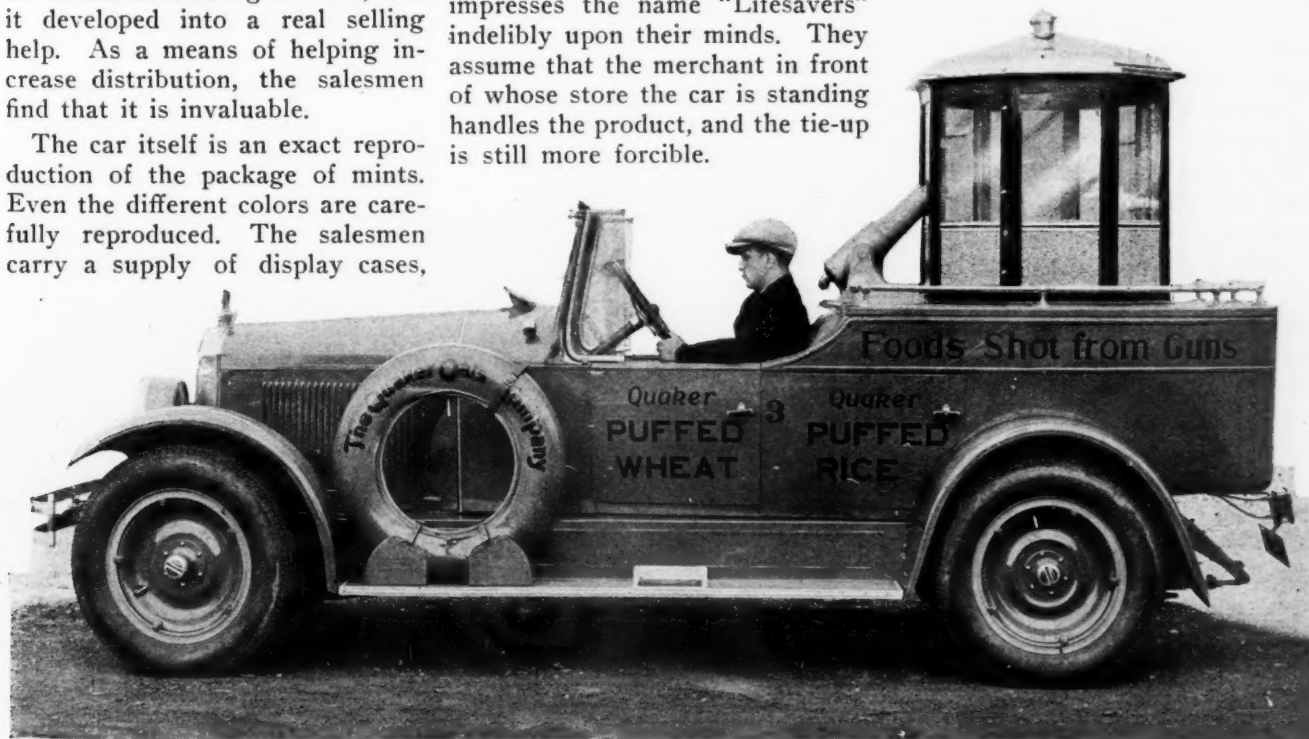
advertising material and samples in the rear. Take the case of a merchant who does not carry Life-savers. The car is stopped in front of his store; the salesman takes a display case into the store, places it on the counter and begins to talk to the merchant. Invariably there is some customer who, seeing the box of mints on the case, assumes that it is a part of the stock, tosses a nickel on the counter and takes a package. The important part of stressing that there is a demand for the product has been brought home to the buyer in a most effective way. This has happened in hundreds of cases in all parts of the country.

To Visit Every Town in U. S.

If the salesman decides to sample the neighborhood, he takes his pack of samples and keeping always in sight of the car, hands out the mints. Those who receive them see the car and the tie-up between the sample and the car impresses the name "Lifesavers" indelibly upon their minds. They assume that the merchant in front of whose store the car is standing handles the product, and the tie-up is still more forcible.

According to M. B. Bates, advertising manager of the company, the publicity that these cars have brought them is priceless. "We are working toward 100 per cent coverage of the country," said Mr. Bates. "Within the next few months we expect to be able to say that a Life Saver car has visited every community from coast to coast. From the standpoint of consumer and dealer interest it is difficult to suggest a medium that will create more interest. Those who have seen one of the cars and then seen the advertising in other media are doubly impressed. Inasmuch as the salesmen use the cars for covering the territory and they move along definite arteries of traffic, they are quite different from other forms of outdoor advertising but equally as valuable."

When the cost of operation and maintenance is considered on a basis of circulation and distribution of advertising, it is very low. The cars enable the salesmen to



The Quaker Oats Company built this special car to illustrate the idea developed in their advertising—"Foods Shot from Guns." The miniature gun shoots the puffed grains into the glass compartment



Life Savers, Inc., are working toward 100 per cent coverage of the country with these cars, which duplicate the style and colors of their candy packages

work full time regardless of weather conditions and train service and mean a thorough canvass of every territory. This last factor has much to do with the increase in business.

When Heckler Brothers, furnace manufacturers of Pittsburgh, decided to develop the local territory in a more intensive manner, one of the methods adopted for attracting attention was a specially constructed car. On a Ford chassis they had built an exact model of their furnace. This was properly proportioned, and every detail included, even to the operation of drafts, checks and grate shakers.

An advertising campaign was carried in Pittsburgh papers and in one corner of the display a reproduction of this special car appeared. "Send for the Furnace Man" was the caption under the cut and each advertisement was couponed. As inquiries came in, a salesman drove one of these cars to the home, and using the model to illustrate his selling talk, had little difficulty in interesting and selling those who inquired. The campaign was a success.

Inasmuch as the furnace selling season is usually best in the late summer and early fall, Heckler Brothers found conditions ideal for keeping these cars working full time when they put on their campaign. The advertising value of the automobiles in conjunction with the newspaper campaign provided a tie-up that probably could not have been secured in any other way.

With the development of radio and the increase in competition, many individual salesmen have designed cars which permit them to carry their radio equipment to outlying districts and demonstrate the sets. One of the most unusual cars of this sort is the idea of Joseph Winter, factory representative of the Capitol Phonograph and Radio Corporation of Chicago.

Mr. Winter sells to the dealers wherever possible, but when he does not find one who can give the proper attention to the line, he builds up the territory by personal sales direct to consumers. In order to attract attention to his equipment, Winter had a glass paneled body constructed on a light truck chassis. There is a closed compartment for the driver, and on the top of the car he erected a small aerial.

His product consists of a line of phonographs and radio sets combined, and a table lamp and radio combined. The loud speaker for

the radio set is concealed in the base of the lamp. When the radio is not in operation, the light may be used. Winter has connected up his radio set and wired a battery to the lamp. He drives the car into a small community, tunes in on a station, turns on one of the lamps, and goes away. In a short time a group of curious people will collect to see what manner of outfit this is and it gives Winter an opportunity to answer questions when he returns, get prospect names, and in many cases arouse the interest in some dealer's mind in his product that leads to a contract.

"I have not kept an accurate check on what effect this specially constructed car has had on my sales," he said, "but I am confident that at least 50 per cent of my direct sales are traceable to inquiries originating from the evening programs I have put on in the smaller places, and the curiosity the car has aroused."

The manner in which one organization is using an advertising car to put over the idea carried in the slogan that has been emphasized in all of its advertising is illustrated by the Quaker Oats car as hooked up with the slogan "Foods shot from guns."

A popular make of car with a truck chassis is used. On the deck of the truck a glass compartment divided into sections has been built. Just to the rear of the driver's seat a brass cannon is erected on a miniature limber. The muzzle of the gun projects through the side of the glass

(Continued on page 194)



The makers of Bromo Seltzer are enthusiastic boosters of salesmen's cars. A gigantic reproduction of the bottle is built on the rear of each auto



THE FOX AND THE CAT

The Fox and the Cat

Mr. Aesop's Fox and his friend the Cat were discussing the business outlook one day.

"How's tricks?" asked the Cat (a simple, amiable soul).

"Pretty slick," laughed the Fox. "I should worry about hard times. I know a hundred tricks. I've got a stunt for every emergency."

Just then a pack of hounds came into view.

"You are lucky," said the Cat as he skinned up a tree. "I've only got one."

With the hounds at his heels the Fox doubled and crossed and back-tracked and tried every fancy shift he knew. But the hounds finally got him.

Whereupon the Cat plucked up his courage, descended from his limb, and decided to keep right on specializing in tree-climbing.

When business is dull, and the hounds of depression begin to put the foxes through their paces, I, like the Cat, just keep on practicing my specialty, which is

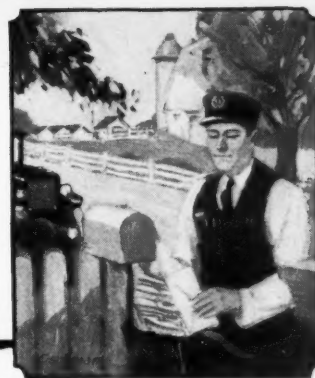
To discover the chief selling idea behind my client's product
To find its most graphic and appealing form
To reproduce it as faithfully as I can.

RUSLING WOOD, INC., 218 William Street, New York





Better Sales Literature



A Department by S. Roland Hall

Purely Personal

IN beginning for "Sales Management" a department of comment on a very large subject—that of Better Sales Literature—a little explanation of a personal nature seems in order. The explanation that I crave space to make is that I am not a "direct mail specialist," a "letter specialist" or a "printed-matter specialist" any more than I am a specialist on any other form or method of good advertising. I am a practical advertising agent, committed to no method of advertising for a given purpose until I know the purpose of the advertiser as well as the conditions that must be faced. Those who have done me the compliment of following my business career know that I have resisted the efforts of groups of publishers to have me develop "newspaper accounts," "farm paper accounts" or some other special type of accounts. I dislike such phraseology. Accounts are "advertisers' accounts," and the sooner advertising men generally recognize that no one method is best for all kinds of products and services, the sooner will the true power and value of good advertising be understood.

Quite naturally, my comment in the pages of this department will be confined to the literature of advertising that takes form other than display advertising in periodicals such as magazines, newspapers, farm papers and the like. When I see some bit of such literature, or a method of using it, that deserves favorable comment, I shall give such praise, not

because my vocation makes it desirable for me to encourage direct mail merchandising or the production of strong folders, booklets, catalogs, house organs, or follow-up systems; for it doesn't.



Introducing Mr. Hall

S. ROLAND HALL'S experience covers a period of twenty-five years. For several years he served in a sales and advertising capacity with the International Correspondence Schools.

Some of his best advertising and sales promotional work was done while with the Alpha Portland Cement Company of which he was advertising manager, and which he still serves in a consulting capacity.

At one time he was advertising manager of the Victor Talking Machine Company. He left Victor to open an advertising agency. He is now a member of the American Association of Advertising Agencies.

He is the author of a series of handbooks on selling and advertising, published by the McGraw-Hill Company, including "The Advertising Hand Book," "The Handbook of Sales Management," etc.

It seems to me that I am all the better qualified to pass unbiased or uncolored judgment on good sales literature because of the fact that I am committed to no method of advertising in particular, but use all forms. I happen to be an advertiser as well as an advertising agent; and in selling my own product, I use direct mail literature as freely as publicity in periodical journals. Each method does a work for me that the other methods do not do, and whatever overlapping there is, is probably helpful rather than wasteful. Most products and services of broad use call for the use of several forms of advertising, if they are to be sold extensively.

I thank you!

Letters and Fish

In the week's mail at the home comes a good folder from that star advertiser of sea foods, Frank E. Davis Fish Company, of Gloucester, Massachusetts. Sometimes it is said, by those who worship dignity in business, that we must not cheapen the letterhead by putting on it pictures of the product or the package, or even a trademark. Such advice is sometimes good and sometimes poor—according to the case. Often it is the soundest of sense to illustrate the product on the letterhead, for letters get extraordinary attention. They are held in the hand and read, with greater or less interest—according to the pertinency of the message—to the exclusion of every other subject. Offhand it might be argued that to put such a thing as the picture of a fish on a letterhead would be most inartistic. Salt



Mrs. Wm. Black,
Georgetown, Mass.

Dear Madam:

When Mr. John Brown, a customer of ours, wrote to us a few days ago, he asked that we send you our price list of good things to eat. From his letter, we got the idea that our products had proved so satisfactory to him that he wanted to pass the good word along, so to speak.

It gives us pleasure to enclose with this letter our price list as requested. This list tells how everything we sell is put up and what the delivered price is. As you look it over, you will surely find many good things to eat that are just what you want for your home table.

If you like codfish that is white, tender and full of real sea flavor; if you like salt mackerel that are fat thick-meated and juicy, you will like our kind. Our fish are selected from the best catches just as they are brought in to port. They are carefully prepared and packed so as to reach you in the prime of condition.

Suppose you make up a selection of the things that appeal to you now. We'll send whatever you want right to your door by prepaid express or parcel post. Our definite guarantee, of your complete satisfaction or your money back covers every article we sell.

Send in your order on the blank enclosed. Do it today - so you can begin to enjoy these good things right away.



Exhibit 1. Making customers of the customer's friends

fish on a letterhead. Wow! But Davis does it, and the result is one of the most artistic illustrated letterheads in use today.

But the point here is not to comment on Mr. Davis' use of the illustrated letterhead—a form of advertising that has established itself as one of the most effective mediums of the day. Mr. Davis' latest solicitation directed to his customers is to get from them the names of half a dozen or more of their neighbors or acquaintances. In so doing, he is utilizing a method that makes for greatly increased attention. When you receive a letter message from any source beginning with a reference to the fact that some acquaintance (who is named in the reference) has given your name, your curiosity and interest are greatly stimulated.

In building up a mailing list with names gained in this way, it is advisable to do as the Davis Company has done (Exhibit 1), refer in the first paragraph and preferably in the first line, to the acquaintance who furnished the prospective customer's name. Instances are known where this method of using the name of an acquaintance of the prospective customer has doubled or trebled the returns from a sales solicitation.

The Davis Company volunteers the information that names secured in this way have proved to be well worth soliciting and that about four per cent returns have been secured from the new list.

But a note of warning may be added. In not all cases are names given offhand by customers worth soliciting. Something depends on

the class of business. A correspondence school experimented thoroughly with the plan of getting names of their students' friends. When the student gave the names of a number of people that he thought might be interested in a course of home study, or ought to be, the names proved to be so valueless in most cases that they were not worth soliciting, and as a result this correspondence school phrased the slogan of "suspects—not prospects." It eventually modified the plan and gave their students a small reward for showing their books or papers to acquaintances, explaining the service of the school, getting the prospective student actually to say that he would be interested in getting further information and having him express an interest in a definite subject. Then the names secured were really "prospects." Once more, therefore, is illustrated the truth that one may not go from mackerel to kitchen cabinets or encyclopedias without some modification of a successful method.

"Picture" Talks

Those of us who had the privilege of hearing John H. Patterson talk recall that this great merchandiser was not only a creator of simple and powerful sales literature but that he was a firm believer in the elementary type of illustration. His argument was, "Why appeal to the ear only when you can appeal also to the eye and maybe to the senses of smell, touch or taste?"

On one occasion when he talked at the annual meeting of the Association of National Advertisers, he had by his side one of those large pads of paper on which he drew little skeleton pictures as he talked, or put down figures and went through the processes of addition, multiplication. If he were demonstrating that a merchant's loss might be twenty cents each business day, he put down 20, multiplied by 6, and then multiplied \$1.20 by 52. He wanted to visualize the weekly cost and the yearly cost.

Patterson's methods come to mind in looking at a simple but finely printed folder issued by the "Literary Digest" under the title

of "Looking into The Literary Digest Home," (Exhibit 2.) In the original the illustration appeared in orange. The view of two men lifting the top from a home and peering into the interior is a fine attention-attractor, as well as a real aid to grasping the central thought behind the folder.

New House Organs

Among the new house organs that have reached the desk of late, none makes a better first bow than the "Franklin Crier."

The name, first of all, makes a good impression. The publication is a document to proclaim the publicity message of the Franklin Printing Company, and of course the association with the famous printer and patriot is "good atmosphere." "Crier" was the old-time method of spreading information, and so there you are! A good combination.

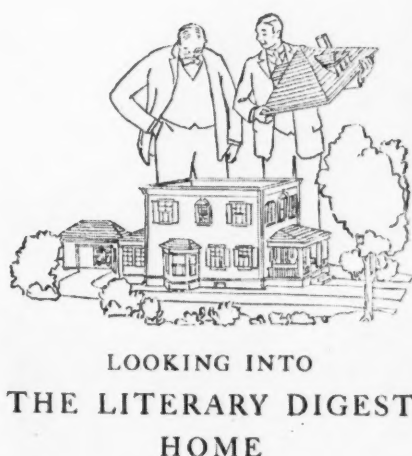
Too often the new house organ is labeled with a name that for the time being seems novel or amusing but which does not wear well, or isn't really associated directly enough with the firm putting out the publication. Once long ago, when the editor of this

department was shaping up the first issue of a house organ for the Alpha Portland Cement Company, the important question of "What name?" came up. Temporarily, the name "Alphagram" was used. To find a better one, a contest among employees was staged, with real gold money for the winning suggestion. The purpose and field of the magazine were carefully explained, and yet one employee wanted the publication to carry through life the name "Alphafalfa!" As the linotype operators sometimes say, in their haste—

etaoin shrdlu ETAOIN SHRDL!!

A more discerning employe suggested the "Alpha Aide." The idea was good, but somehow we liked the plural "Aids" as being more specific and smoother, and the baby was named "Alpha Aids." Eight years later we liked the name as well as when the child was christened. Remember, therefore, parents of house organs, what boys labeled "Percy" and "Clarence" have to stand for all through life. Chose the name advisedly.

The "Franklin Crier," which, by the way is edited by Victor Louis



We have just taken a good look into The Digest home. What we saw there permits us literally to take the roof off of the



Exhibit 2 (Left): Using a simple picture to make a headline doubly clear. Exhibit 3 (Right): A fine cover—in the original three colors and black

Eytinge, makes some thoughtful suggestions on how calendars may be used to tie up real business messages, how the bottom or the side of the letterhead may be used to convey important items of information, and so on.

Yes, a number of keen advertisers have found that, instead of providing an expensive envelope for each of their house organs or catalogs, they can arrange a panel on the front cover for the name and address, stamp directly on the cover with the addressing machine and use a simple sticker to hold the edges of the book together.

This plan does not fit every case, naturally, but the West Publishing Company, of St. Paul, has used it successfully for many years for their distinctive little publication, "Docket," and "Docket" usually arrives in good order.

Those Piles of Daily Mail

If you are running a business office, you receive a big pile of mail daily. Keep this in mind. Picture other business offices as confronting just as big a pile probably.

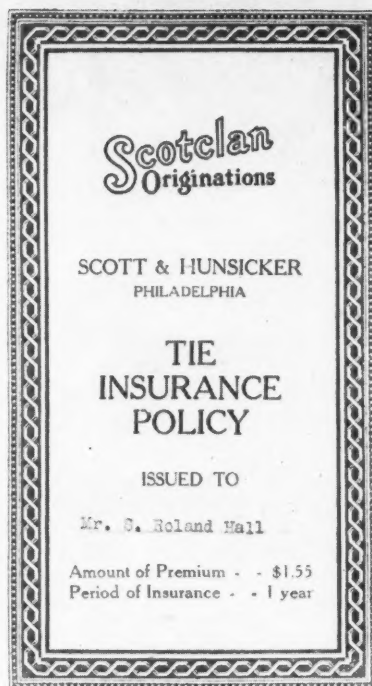


Exhibit 4. A solicitation that appeals to two senses—sight and touch

Now, maybe that December catalog, broadside or house organ you got out was a wonder and all the boys on the firing line and in

your office thought it was something to be proud of, but when the representative gets out, he will find that that wonderful production got into the business man's office with twenty-eight other exhibits. Ask him if he saw it, and he may camouflage by saying, "Yes, and it surely was a winner," or he may frankly say, "Well, now, did you really get out something special? I must have missed it. Maybe it is in that two-foot pile over there that I am going to look into when I get time." Yes, when he gets time!

The point is this: it may be well to produce more bits of mailing matter in the shape of simple cards that don't even have to be torn open or unfolded in order to get across a brief message. Of course, cards of large size won't answer for all types of advertising messages. If a card won't do, maybe your envelope should convey a brief message, so that if the business man doesn't get around to opening and unfolding all of his big pile of sales literature, he will get something from his mere inspection of the outside of your document. There used to be an advertising

**A Better,
Lighter,
42-inch
Aluminum
Level**

Return postage guaranteed by
The Sand's Level & Tool Company
1629-37 Gratiot Avenue Detroit, Michigan

J. C. Osterstock & Co.,
Easton, Pa.

Exhibit 5. A display on the address side that catches the busy merchant's eye

rule that it wasn't well to indicate on the outside of a folder or booklet what the inside contained—that it was well to stimulate the curiosity of the reader and make him go to the inside of your document to satisfy that curiosity. The rule may still be a good one for certain kinds of campaigns, but it does not fit every problem.

This observation is prompted just now by an experience in the collecting of material for comment in this department of "Sales Management." A rather aggressive hardware merchant was asked to lay aside the most striking sales literature that he received during the week. When the writer called at the store, Friend Merchant handed over a big armful of printed matter of all sorts, most of which he had not even opened. "Isn't there some stuff here that you will want to refer to?" he was asked. "No, nothing of any importance. Take it all."

He is just a busy merchant and like other men whose time is well filled, is appalled at times with the job of going carefully over all the folders, booklets, catalogs and letters received. Lest the periodical publishers take a text from this incident, let it also be recorded that in the same mass of material were two prominent trade papers snugly reposing in covers that hadn't been removed.

A folder of the Sand's Level and Tool Company (Exhibit 5) seems to be prepared with this problem in mind, for right on the address side of the folder is the readable display, "A Better, Lighter, 42-inch, Aluminum Level." The subject of the circular is revealed at once, and if the hardware merchant were, by chance, interested in handling a better type of level, his attention would be caught before the circular started on its way, unopened, to



UNDERWRITTEN BY
 ALLEGHANIA FIRE INSURANCE CO. - NATIONAL BEN FRANKLIN FIRE INSURANCE CO.
 REPUBLIC FIRE INSURANCE CO. - SUPERIOR FIRE INSURANCE CO.
 ALL OF PITTSBURGH, PA.
 HEAD OFFICE: CORNHORN BUILDING WOOD AND WATER STREETS, PITTSBURGH, PA.
 GEO. R. DAVIES, Manager L. M. STEPHENS, Asst. Manager

HENRY MCKEEN & SON
INSURANCE SERVICE
 EASTON, PENNA.
 ESTABLISHED IN 1888

Mr. S. Roland Hall,
 119 Pierce Street,
 Easton, Pa.

Dear Sir:

A few days ago we sent you a policy covering your liability about your home, including permanent or day-by-day servants.

The cost -- six dollars -- is so small I felt sure you would want this form of protection. Not having heard from you I presume that you agree it is well worth the slight cost.

A glance thru enclosed folder will give you an idea of the kind of claims you are protected against.

The policy sent you is in full force, and should be kept with your valuable papers. If however, as an individual you feel that you can better carry the risk than the insurance company with thousands to average on, please return the policy at once so that we may send it back to the Company.

Six Dollars, though, for a years protection against claims of any sort about your home, is certainly a very small sum.

Better send your check now, while you think of it.

Very truly yours,
 HENRY MCKEEN & SON
Henry McKeen Jr.
 Henry McKeen, Jr.
 Pres.

McK-MTB

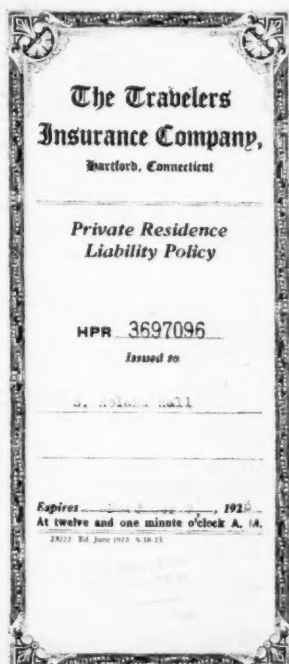


Exhibit 6. A pay-if-you-like-it insurance appeal

the commodious waste-basket.

Williams - Ansehl Company, of Pittsburgh, evidently also knows what's what—for on its envelope appears in red the prominent

line: "Important Price Information from Williams-Ansehl Company."

Our own individual buying experiences again and again remind us of the importance of having the booklet, the catalog, the prospectus or bulletin arrive at the same time that the letter does, or at least having some tie-up of the letter to the printed document that will make the prospective customer willing to wait. If this isn't done, the delay of a day or so in the receipt of the printed matter

gives the competitor who gets his literature into the prospective customer's hands very promptly an excellent chance to clinch the order.

If it isn't practicable for you to use one of the several systems in use for placing the letter in a pocket of the catalog envelope, your letter should have a slip attached explaining that while the printed matter has been mailed promptly it will, in the natural course of events, not be received until the following mail or possibly until the next day. This precaution will remove from the p. p.'s mind the suspicion that somebody overlooked sending the printed matter.

There may be but one way to prove whether 1-cent or 2-cent

stamps are better for some solicitation you are sending out. The sure way is to make a test both ways and check up the result—if your solicitation is one that can possibly be checked. You may be spending just one cent uselessly on many thousands of pieces or you may find that the extra cent is a wise expenditure. When in doubt about the cent, make a little experiment!

Insurance on Approval

What would you do if you were an insurance company with a form of policy that allowed the selling agency much less than a dollar on \$1,000 of insurance? The type of insurance is "household liability"—insurance that protects you if a flying brick from your chimney hits a passerby directly on the headpiece, or a servant girl topples from a faulty stepladder and an ambulance-chaser gives her a little timely advice.

Would you send out a salesman to try to get interviews for this form of policy and expect him to get by the usual hard barriers and still turn in a weekly profit for the agency office? It's hardly likely.

The agents for the Travelers Insurance Company recognize the difficulty and do the simple thing of making out a policy complete and sending it to a selected list with "approval bill." The solicitation gets attention, of course, for the policy is a neat looking one, and being filled out with the reader's name is sure to command attention.

Exhibit 6, incorporating the policy and the first follow-up, shows how a solicitation of this sort was directed to the editor of this department.

In the second follow-up letter the advertiser makes good use of the fact that lawyers have been unusually prompt in taking up these policies. He attached to his letter a slip of paper giving the names of a number of local

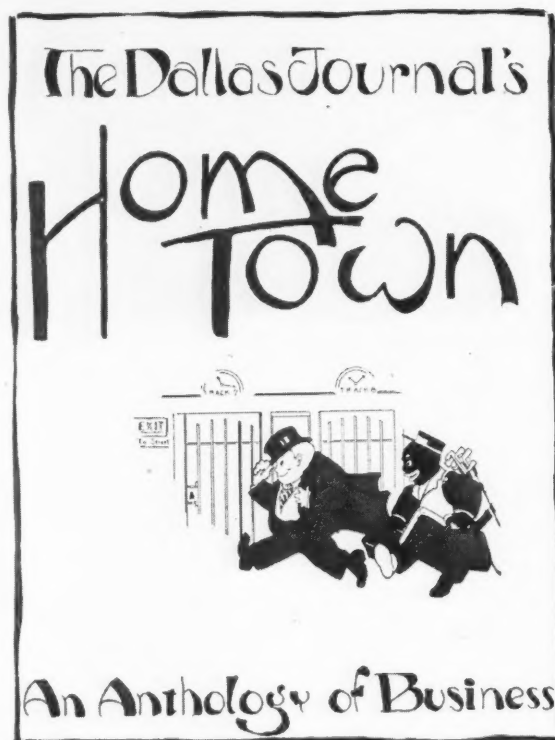


Exhibit 7. A precedent breaker from the newspaper field

lawyers and other representative business people who had kept the policy and sent their checks. The second follow-up letter read:

Trust a Lawyer to Know the Law

At the time we sent you the Residence Public and Servants Liability Policy, we sent a similar policy to several of the best lawyers in Easton, and all but one accepted the policy, knowing that the protection offered was well worth the small premium.

Does not this strike you as being good evidence that you, too, should invest the small sum of six dollars for the broad protection offered in this policy?

We "took a chance" on mailing the issued policy to you, as its small premium does not warrant personal solicitation, although a representative will gladly call to more fully explain its coverage.

Now will you PLEASE do one of three things:

1. Send us your check for \$6.00 and keep the policy sent you (the wisest thing to do)!
2. Or return the policy (we must return it to the Company if not accepted by you).
3. If you have lost or mislaid the policy, sign and return the enclosed notice to this effect (which will close the transaction).

A stamped and addressed envelope is enclosed—it will take only a moment to decide.

It is said, by the agency sending out the policy, that 67 per cent of the prospective purchasers kept

the policies and remitted. That result is an eloquent testimonial to a form of solicitation that does the whole selling trick except the mere matter of sending check in payment. It called for some waste of policy-forms, and perhaps more than the usual amount of clerical work, but this waste—if it be called such—is light as compared with the waste of salesmen's time in fruitless solicitation. No matter how good a descriptive letter might be, it would never overcome the usual inertia of the business man or the householder to anything like the tune of 40 per cent.

Hats off to the Travelers for a simple but effective new way of selling a low-profit insurance policy! A fortune awaits the man who can now find a way of putting through "absent medical examinations," so that life insurance can be sold in a similar way. Let the concentrators get busy!

Simple, isn't it? But had you figured that if you are sending enough pieces or packages to cover all of the R. F. D. routes of a post office, you can send all of them in one package to the post office in question and avoid many outside wrappings?

Send a Sample

Blessed is that advertiser that hath it in his power to send his customer a sample—whether it be a full-sized sample, which is easily possible when the article is a new kind of clip or a cigarette, or whether the sample be just a little piece of wire rope, a bit of the silk hosiery, or a little pad of beautiful and durable cover papers.

No matter how we may love good printed matter, the seeing of much of it—running from very poor to very good—may become a weariness to the flesh. And then, right in the middle of the pile of mail, is an interesting sample of some sort or another. From the

Where do your salesmen begin?



YOU cannot buy anything that you never heard of.

The first step in buying any product is knowing that it exists.

Somebody has to establish in the minds of your customers the knowledge that you are in business to serve them.

Do your salesmen have to do this? It takes time. It takes many calls. It means that your salesmen have the job of establishing acquaintance and confidence with some groups and of rendering actual selling service to others. On almost every call there is a different starting-point.

Much of this work of getting possible buyers acquainted with your house and your goods can be done by mail. You can introduce yourself by letters, by circulars that say something, by folders and booklets that are worth reading. Direct advertising done by means of good printing gives your salesmen a definite starting-point.

With each prospect they can begin with those things that salesmen can do better than advertising, instead of going over ground that advertising can cover better than salesmen.

If you are not using good printing to establish contact that will lead to good business, call in a



THE "More Business Series" is the title of a group of books that tell in simple language how to prepare effective direct advertising.

You'll find these books interesting as well as helpful. You can get them, as they are issued, without cost to you by addressing S. D. Warren Company, 101 Milk Street, Boston, Massachusetts.

good printer and let him tell you how it is done.

Good printing is the most economical kind you can buy, because good printing attracts favorable attention and gets a hearing for your message.

Printing that isn't read isn't profitable. Your printer would rather give you good printing, that will be read, that will interest people and induce them to consider your product favorably.

Good printing invites reading. It gives you the chance to interest people in your product, to tell them why they should buy it.

And, when people know why, and how they can profitably use what you make or sell, they are likely to buy your product and become permanent users.

Good printing requires good paper. Ask your printer which of Warren's Standard Printing Papers is best to carry your business message.

S. D. WARREN COMPANY, 101 Milk Street, Boston, Massachusetts

WARREN'S STANDARD PRINTING PAPERS

Warren's Standard Printing Papers are tested for qualities required in printing, folding, and binding

POST CARD

LET'S GO



Nowadays when almost every salesman drives a car, it is an easy matter to make up an effective advance card which utilizes a photograph of the salesman himself. Here is one suggestion for an advance card built around this idea. In quantities the cost of these can be brought down to four cents or less

time when we were children and got the tiny sample cake of soap that came in reply to our laboriously written letter, the sample has drawn our attention, provided it is at all related to our needs. The sample-sender may not clinch your order always, but he clinches your attention.

In Exhibit 4 is reproduced a folder that recently got my attention. The first page itself is rather novel, but something less novel would have secured attention, because right on the inside pages appeared a sample of the cravat the advertiser is marketing. We men just can't help fingering the samples of cravat fabric or shirt fabric, just as women do in the case of silks and other fabrics that they buy. I liked the pattern of the cravat, tore off the sample, ordered, and said to the advertiser:

"Tell me how your plan works. How do you get your names?"

This is the gist of his reply:

"The list that we used was made up from a list of the different Country Clubs. We use this list twice a year, once in the spring, when we advertise linen knickers, and again in the fall when we advertise our special Scotclan Silk neckwear.

"Nearly all these Country Club of the letterhead that ordinarily members own automobiles, and they are in all probability men of some means. Although it has taken considerable time and money to get this list up, which now consists of about 20,000 names, we find that it pays."

The "Flapper" idea in Letterheads

Advertisers are these days working out some ingenious and effective uses of the "flap letterhead." Some are printing a letterhead that is from 2½ to 3 inches wider than standard and then folding this extra width down as a flap on the left-hand side of the letterhead. This gives not only a printing column of about two inches on top of the flap but provides a space 4 to 5 inches wide under the flap, which will carry a good-sized message, with illustrations.

Another variation, which is carried out very well by Distribution Service, Incorporated, of Chicago, is that of printing the letterhead with an extra three inches of length, which is folded over as a flap on the upper edge, to carry the firm's letterhead imprint. Under the flap is a good-sized map visualizing the concern's distribution facilities. The strong feature

of this arrangement is that no space is taken away from that part carries the typewritten message.

Such letterheads are not replacing the folder or the booklet by any means. The folder and the booklet enjoy their own particular fields of usefulness, but there is a lot to this thought of making the letterhead carry certain essential information regularly—when it can be done without detriment to the personal message that also appears on the letterhead. Your stenographers and clerks don't forget to enclose the data that is plainly printed on the letterhead; and that information cannot be dropped or misplaced when the letterhead gets into the addressee's hands.

Such letterheads are not appropriate for every use, of course, but the old idea that it wasn't dignified for the letterhead to ever show what the manufacturer or merchant sold is pretty well exploded. In these days of the high cost of selling, every good expedient to impress the value of goods or service should be used.

Newspaper publishers are prone to do two things: (1) to tell the business world that "circular advertising" is a deplorable waste; (2) to innocently, and apparently without a sense of humor, follow the foregoing grave advice with a lot of poor circular advertising about their own space or service!

He's a wise publisher who recognizes that rarely does one form of advertising do everything that can be profitably done for an advertiser, and who knows that still more rarely is a method of advertising entirely free from waste. The test, of course, is the percentage of return and the sales cost—not how many circulars get into the furnace or how many papers fail to find or attract the right type of reader.

Space, or advertising service of any kind, is not an easy subject to advertise. The advertiser is so likely to discuss things from his own point of view. Newspaper publishers for ages have looked into mirrors in writing their circular advertising, bragged about how they have 1,378 more subscribers in the gas-house district

EVERY hour 1,500,000 letters are mailed. At first class rates they cost \$640 a ton to mail. But the majority are underweight. Because of "half-empty" envelopes, business men pay over \$1,000 a ton for postage.

Many advertisers realize that "half-empty" envelopes are waste. They enclose blotters in letters and statements—make every stamp the "railroad ticket for a salesman." Blotters are 50% advertising and 50% utility. They deliver "More mental impressions from each printing impression."

“Half-empty”
envelopes
are
waste!

RETAILERS
have found that blotters are
one kind of dealer-help
they can use with
profit

FOR MERCHANTS. There are helpful ideas in our book "How Business Is Won with Blotters." Perhaps one of the house-organ blotters which we suggest for 16 retail businesses will prove valuable.

FOR MANUFACTURERS. Our "Dictionary of Blotter Advertising" shows the advantage of blotters for advertising to consumers, retailers, industries and stockholders. Either of these books will be sent free to executives.

For printing and lithography, specify

REGISTERED

Standard Blottings

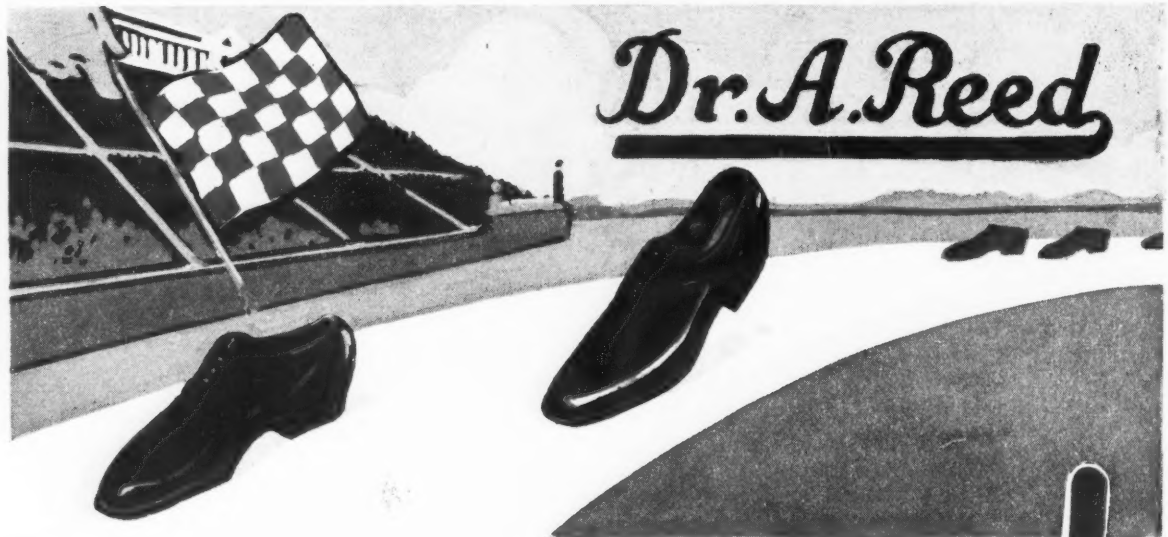
TRADE MARK

Made only by STANDARD PAPER MANUFACTURING CO., RICHMOND, VA.

Sold by Leading Paper Jobbers in the United States and Canada

Tie Up Your Direct~By~ **OUTDOOR**

Thos. Gsack Co.



**OUTDOOR
ADVERTISING
IS DOMINANT!**


Whether your appropriation is \$10,000 or \$1,000,000

Thos. Gsack Co.

CHICAGO

NEW YORK

Mail Advertising to ~ DISPLAY




OUTDOOR ADVERTISING has been so successful for the J. P. Smith Shoe Company that they have produced an expensive broadside to sell the idea to their dealers.

Their 1925 campaign includes a co-operative plan advertising their product over the dealer's name and sharing the expense.

Each salesman is required to carry outdoor advertising information and must sell outdoor display as well as merchandise.

This plan sells the dealer and sells the salesman.



When Eyes Behold with Pleasure ~

J.P. Smith Shoe Co.

there is an outdoor advertising plan to fit it ~

**5 penny post
cards sold
200 men's
suits worth
\$7000**

And they were only the every day government post cards, sent to 1250 people in Baltimore. The New Process Co., Warren, Pa., has sold over

**\$1,000,000
Worth of
Traveling Bags
with One Letter**

Do you know what has enabled the Review of Reviews Corporation to sell 50,000,000 books without a personal salesman? Could you write a letter to a list of 300 people and sell \$1,200 worth of Mark Twain's Autobiography at a cost of \$43? Or get 2,500 people out on a rainy Sunday to look at real estate, with four letters?

Selling of this kind is being done every day by the kind of men who read and who write for The MAILBAG.

**Learn how to
make direct-mail
advertising pay**

Get the advice and practical experience of specialists on how to buy or build mailing lists to save money and increase returns—how to write and test sales letters—to plan direct mail campaigns—when and where to use a house organ—how to install and run a follow-up system.

All of these topics, and many others, are covered regularly and frequently in

The MAILBAG
*A Monthly Journal
of Direct-Mail
Advertising*
12 issues \$1.00
**603 Caxton Bldg.
Cleveland**

The Mailbag Publishing Co.
603 Caxton Bldg., Cleveland

Yes, send me THE MAILBAG for one year.
I enclose \$1.00.

Name.....

Address.....

City..... State.....

S-1

than the "nearest competitor," related how they gained 500 lines of automobile advertising last month (possibly by giving somebody a lot of press notice), or chortled about how their lineage in the classified or some other department advanced away beyond all the other sheets of the community.

So it is refreshing to have the "Dallas Journal" come along with a "Home Town" book of distinctive cover (Exhibit 7), carrying these jovial verses on the first right-hand inside page:

Consider this
Solicitation
It prattles not
Of circulation
Mark here a book
That does not prate
In highest voice
Of lowest rate
A brochure this
That e'en refrains
From thundering
Of lineage gains
We spare you these
Age-old afflictions
And beg therefore
Your benedictions
But though out here
We do not trot 'em
That doesn't mean
We haven't got 'em.

"Dallas Journal," we salute you, and we take hope for the newspaper publishers. Speaking editorially, we should not now be at all surprised some day to see a newspaper publisher do the simple but highly interesting thing of telling how—in detail—certain manufacturers carried out local

advertising campaigns effectively, sketching how dealers were approached, how the campaigns were laid out, how followed up, and so on. The world moves!

Maybe one of the best sales annuals you could have is one composed of the selected experiences of your good salesmen, written in their own words. Don't ask them for "articles." Many men have stage-fright when asked to write for publication. Ask for descriptions "in a letter in your own way," and offer some prizes for the best offerings. You will get a number of letters that need only a headline to be made forthwith into good "articles." Very likely you will get better letters if you indicate certain topics, such as "Closing My Hardest Sales," "How I Got a Hearing," "When Demonstration Made the Sale for Me," and so on.

You might call such a book "Assorted Experiences in Selling," "Master Letters from Top-Notchers," or some other such title. The title of "Sales Manual" is not a good choice ordinarily. Even "Information Book" is better.

Pay just as much attention to getting force into the headline or the opening sentence of your printed letter, card or folder as you do when writing an advertisement for that \$100 newspaper advertisement or that \$400 magazine space. Your headline is a sign-post to your appeal. If the sign says, in effect, "This message

A Sales Hook in Every Letter

THE following is typical of general instructions that many business firms are now issuing to their correspondents: 'Even in replying to a simple inquiry, such as a request for a memorandum book, etc., it is possible to work in a pleasant paragraph that will emphasize the high quality of ALPHA Cement and ALPHA service and create some good will for the company.'

"It is easy for us to assume that the people who have been handling or buying cement for years know all about cements and the various arguments that can be offered. We can make a mistake there. We are in a position to dig up and offer some distinctive points about our product and our service, and we should hammer on these eternally.

"Very often it is a nice, deferential thing to introduce some argument with, 'As you probably know,' 'Of course you understand that,' etc. The customer may not know or may not understand previously to our writing him, but a preliminary phrase of this kind often takes away the assumption that might go with a direct statement, particularly when your correspondent is a technically-trained man.'"—From *The Advertising Handbook*, by S. Roland Hall.

is a dull one," the reader is grateful for the tip, maybe, and passes on. You know how "Old Fashioned Chicken and Waffles Dinner—Now Ready" turns the weary traveler to the wayside inn. Your sign for the much-traveled highway of the daily mail is just as important.

Tying Direct Mail to Display

Good window displays are hard to beat. Good letters to good lists are hard to beat. Tie the two methods together and the advertising has a strong combination.

There is an extraordinary news value to the machine or product that has seen unusual use. We gather around the flying machine that has been around the world, the automobile that has gone across the country without a stop, or the typewriter or adding machine or printing press that has been in use for twenty-five years.

So when the Globe-Wernicke Company had one of its safes put through the tests of the Underwriters' Laboratory, someone figured that this somewhat battered but still sound safe would make a more impressive display than a spick-and-span new one.

Coincident with the appearance of the fire-tested safe in a window on Northampton Street, Easton, the principal business street of the town, came a letter. This was prepared on a 4-page illustrated letterhead, pages 2, 3 and 4 of which were devoted to illustrations and short descriptions of Globe-Wernicke metal furniture.

This letter and a follow-up postal card went to a selected list of business executives and drew a great deal of attention to the unique display.

Mr. O. J. Dreyer, advertising manager of the Globe-Wernicke Company, gives the following additional information about the tie-up of the fire-tested safe display with the campaign of the local dealer:

"I witnessed the fire test on this safe in the Underwriters' Laboratory in Chicago. The safe stood up under heat which gradually reached 2000 degrees, and for two hours the temperature inside of the safe did not get beyond 300 degrees. At the time I arranged

Take a Minute to Think

—Won't knowing some of these facts help you?

1. *State Totals of Ford Passenger Cars, Other Passenger Cars, Total Passenger Cars, Ford Trucks, Other Trucks, Total Trucks, and Motorcycles. Also, United States Summary for these classifications.*
2. *Counts by Counties for all States classified as above in Seven Columns.*
3. *Counts of Motor Vehicle Registrations in Cities of 50,000 population and over classified as above.*
4. *United States Summary of Passenger Cars by Makes.*
5. *State Counts by Makes of Passenger Cars.*
6. *United States Summary of Trucks by Makes.*
7. *State Counts by Makes of Trucks.*
8. *State Totals by Sizes of Tires together with United States Summary.*
9. *Distribution of Passenger Cars by Population.*
10. *Distribution of Ford Passenger Cars by Population.*
11. *Distribution of Other Passenger Cars by Population.*
12. *Distribution of Trucks by Population.*
13. *Distribution of Ford Trucks by Population.*
14. *Distribution of Trucks Other Than Fords by Population.*

They're all in a book called "AUTOMOTIVE STATISTICS" which cost thousands to compile but published by this company in economical form is available to you at very low cost.

Information valuable for analyzing prosperity and sales possibilities of various territories. *Investigate!*

**The
Reuben H. Donnelley
Corporation
Nevada, Ia.**

Specialists in Automotive Lists and Statistics

It isn't what you do but what others do *that makes* dealers suspicious



EVERY time some Main Street dealer loses his exclusive agency for clothing, hats, pianos, automobiles or what not—

All other Main Street dealers say "A merchant's a fool to push nationally advertised lines."

If you can spend millions you needn't care what the merchants think. But not everyone can.

How can you localize your consumer advertising without sacrifice of sales control, without waste and with the hearty interest and co-operation of your dealers, at a cost that you can afford to pay?

Applied Direct Advertising is the answer. You don't know how much you need it. Why not find out?



THE CAXTON COMPANY

Applied Direct Advertising

CLEVELAND, OHIO

to show the safe in the windows of our branch stores and in the windows of our filing cabinet agents. Large reproductions of the smaller charts were made so that they could be easily read when placed in a window. The first display we made was in Chicago.

"I think this was in March, 1923. Since then this safe has been shipped from branch to agency, agency to branch and agency to agency, covering much of the middle west, and then on up to Boston and then down along the Atlantic Coast to Washington and then back into Pennsylvania where it is now. We have had no difficulty whatever in routing the safe or shipping it. Our branches and agents are accustomed to handling these safes and they had little or no trouble.

"The safe always arouses a great deal of curiosity and in that way it advertises what we are trying to bring home to the public: that a Globe-Wernicke safe will stand 2000 degrees of heat for two hours, which is all that is necessary for a safe to stand. The salesmen in the branches and agencies also are glad to look this safe over and inspect it carefully because it brings home to them what a safe looks like after it has been subjected to 2000 degrees of heat for two hours.

"As far as having difficulty in inducing our agents to display this safe our difficulty is that we cannot move it fast enough to satisfy the agents. They all want to show it—are keen to get it."

Selling Advertising to Dealers

"Is it well to charge dealers for advertising?"

'Tis an interesting question that can't be discussed fully here, but the charging idea can be made to work well.

The Bradley Knitting Company could not give away 120,000 style books, but when they were sold at one and one-half cents a copy by direct-mail methods, a distribution of 336,000 copies was made possible.

Salesmen who didn't believe in selling these style books to the trade, when the trade could get other books free from other concerns, were convinced by a chart,



The Dartnell Loose-Leaf Sales Letter Collection

WE have taken about two hundred of the best letters and the most resultful business-producing pieces and reproduced them in actual size, or described them on individual loose-leaf sheets.

Then we have arranged these two hundred business-getting ideas in a special ring binder under leather-tabbed guides for ready use. It is a most interesting and a most valuable collection of data.

Typical Selling Plans this Data contains

- | | |
|--|--|
| The "Wonderful Penny" Letter of the Bankers Trust Company | Fifteen Different Plans for Following up Inquiries—Including the Card Plan |
| The Use of Part Payment Checks in a Mail Order Letter | Unusual Advance Cards Sent Out by Both Manufacturers and Jobbers |
| The "Two Sided" Letter of the Economy Engineering Company | A series of Advance Letters used by Aetna Insurance Company successfully |
| Various Plans for Making the Testimonial a Greater Factor in Letters | Eight Letters that Proved Effective in Collecting Small Accounts |
| Stunt Letters that have Made Good in a Big Way | The Elgin Dairy Farms "Mutt and Jeff" Collection Letter |
| The Klau-Van Pietersom-Dunlop Russian Ruble Plan | Christmas Letter-heads and Suggestive Letter-head Ideas |
| The Continental Paper Bag Company's Rotten Egg Letter | A "You to Me" Letter that Saved a Slipping Salesman |
| Some Unusually Original and Effective Acknowledgment Letters | |

Price on approval, \$10.00, complete with binder

THE DARTNELL CORPORATION, 1801 Leland Avenue, Chicago

Tremendously productive, new "selling-power"!

The machines that helped one firm cut selling costs \$35,000 in a year



These 2 girls with 8 Hoovens write, complete, about 1,000 average-length letters daily; genuine, human, personal letters—not stiff imitations—but the real, kind that get read. 2 salaries doing 24 typists' work; at extreme low cost, including depreciation, upkeep and salary costs:

1000 "calls" a day for \$9.86!

—individualized, personal, human letters

—tell your story effectively at far less cost than personal calls and

produce astonishing results

both by supplementing salesmen's work
and by accomplishing results directly.

Why worry with poor letters? Why go on using rankly discreditable make-shifts that reflect unworthily upon your good reputation? You can stop it, at low cost.

Isn't your pride-of-appearance, alone, injured every time you mail "cheap and shabby" letters? Do you really think a possible fractional-cent saving justifies you, or raises you higher in the opinion of your trade? It is doubtful.

When you can have genuine letters, personal, human, real letters, at very little if any greater cost than the "cheap and shabby" imitations, isn't that something you want and need in your business?

Competition for reader-attention by mail grows keener every day. You can make your letters perfect by making them *real*. Why not? You'll like the facts in our book.

HOOVEN AUTOMATIC TYPEWRITER CORPORATION
HAMILTON, OHIO

HOOVEN CHICAGO COMPANY
1100 Plymouth Bldg., Chicago

HOOVEN LETTERS, Inc.
387 Fourth Ave., New York

Hooven Automatic Typewriters always do two very splendid jobs for users: 1. Cut down salary costs by vastly expanding the work produced by each salary paid out; 2. Greatly increase the result-producing power of letters mailed in quantities of 50 or more by making each one a personal communication.

Our "repeat orders" prove it!

Write and get it—now

General Sales Office, H. A. T. Corp.
1100 Plymouth Bldg., Chicago, Ill.

Send your booklet, "MORE SALES," that tells how users increase sales, collections, etc., with genuine, personal, human letters at low cost.

Name.....

Position.....

Company.....

Address.....

which showed the good effect on sales where dealers purchased the style books, as compared with the sales records of other good merchants who did not use the style books.

The books cost from five to six cents each.

Dealers were asked from time to time what they would like to see incorporated in the books.

This method of marketing enables the concern to gauge from year to year its needs in the way of style books. It adopted the plan of charging dealers with part of the cost because of the wastefulness in the free distribution.

Dealers are coached to send their mailing lists direct to the manufacturer, who sends out the style books, imprinted with the dealer's name. The manufacturer also sends out a sales letter bearing the dealer's name. A "dead line" is set and the dealer is told that if he does not get his mailing list in by that time his books will be shipped to him. The explanation is made that he can save postage and labor by sending in his list.

No charge is made for addressing, and the lists are returned to the dealer as soon as the addressing work has been done.

An increasing number of firms seem to recognize the subtle advertising value of the package or containers. Perhaps they have taken account of what a remarkably fine package has done for Whitman, the candy manufacturer. Abercrombie & Fitch Company, of New York, a very high-class sporting-goods firm, use a handsome green box, bearing a green, red and black label. Send to this firm for even such an item as a dozen rivets for riveting a pair of ice skates to shoes and you get your purchase in one of these neat little boxes that carries with it the atmosphere of good goods and good service.

The address label has real advertising possibilities. Make it symbolical of your business. Besides, it looks businesslike and it saves time. Labels are quickly addressed in duplicate on a typewriter.

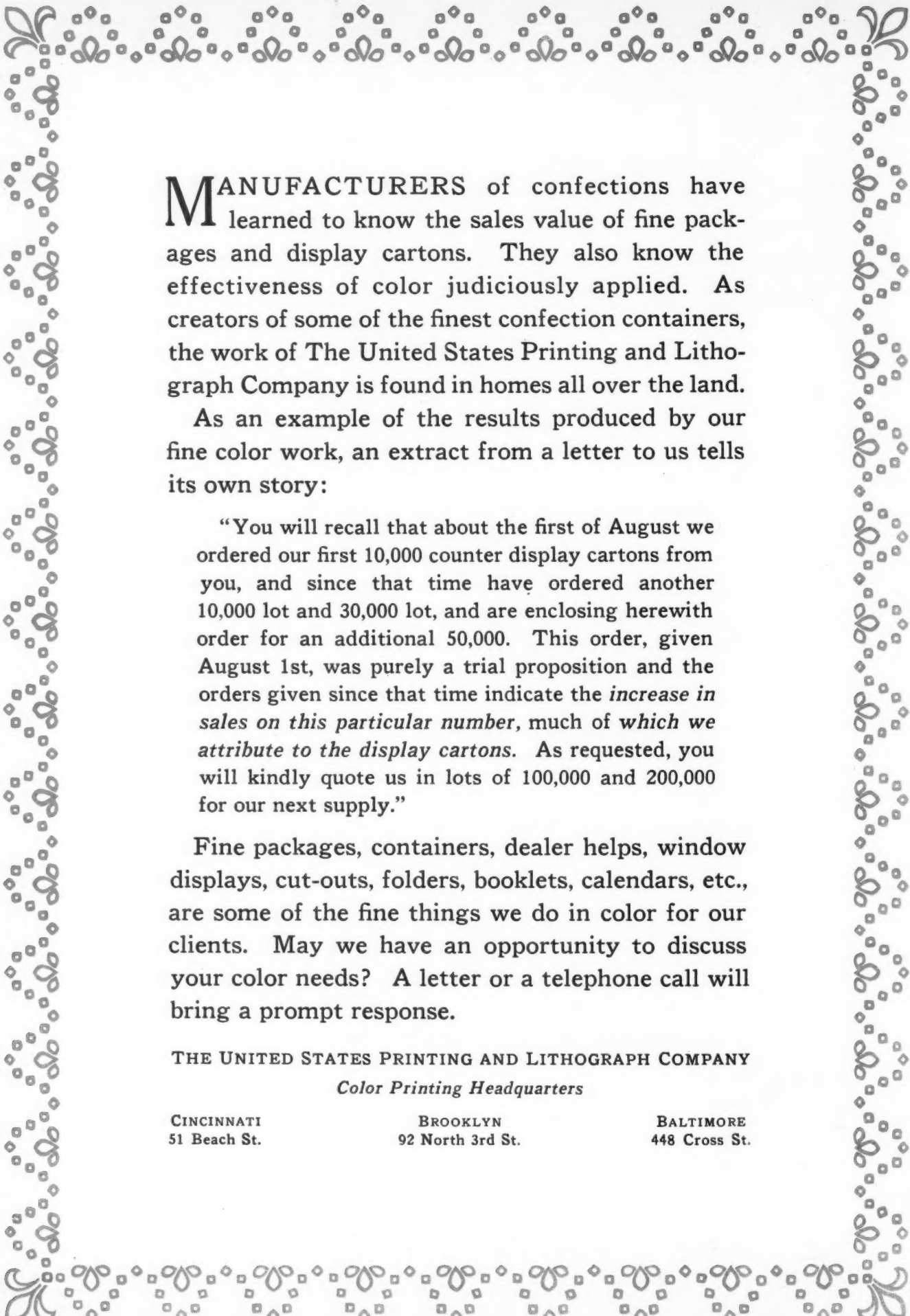
Chocolates and Bon Bons



Color

It's not "how many
colors" but "how
they are used" that
counts.

THE UNITED STATES PRINTING & LITHOGRAPH CO.
CINCINNATI BROOKLYN BALTIMORE



MANUFACTURERS of confections have learned to know the sales value of fine packages and display cartons. They also know the effectiveness of color judiciously applied. As creators of some of the finest confection containers, the work of The United States Printing and Lithograph Company is found in homes all over the land.

As an example of the results produced by our fine color work, an extract from a letter to us tells its own story:

"You will recall that about the first of August we ordered our first 10,000 counter display cartons from you, and since that time have ordered another 10,000 lot and 30,000 lot, and are enclosing herewith order for an additional 50,000. This order, given August 1st, was purely a trial proposition and the orders given since that time indicate the *increase in sales on this particular number*, much of which we attribute to the display cartons. As requested, you will kindly quote us in lots of 100,000 and 200,000 for our next supply."

Fine packages, containers, dealer helps, window displays, cut-outs, folders, booklets, calendars, etc., are some of the fine things we do in color for our clients. May we have an opportunity to discuss your color needs? A letter or a telephone call will bring a prompt response.

THE UNITED STATES PRINTING AND LITHOGRAPH COMPANY
Color Printing Headquarters

CINCINNATI
51 Beach St.

BROOKLYN
92 North 3rd St.

BALTIMORE
448 Cross St.

Why Republic Rubber Company Closed Its Branch Houses

New Plan Wins Cooperation of Jobbers Because They No Longer Have to Compete With Branch House Salesmen Who Sell Direct

BY closing up their factory branches and utilizing, to a greater extent, the jobbers' salesmen, the Republic Rubber Company has staged a come-back that is unusual in the rubber industry.

Prior to June, 1923, the Republic Company had been operating under a receivership management. There were two distinct departments to the business, the manufacture of automobiles and truck tires, inner tubes and repair material, and the production of mechanical rubber goods, belting, fire, steam, water, and other types of hose.

Changing the Sales Policy

Both lines had established a reputation for quality, the prices were in line with competition, and the service equally as good as that afforded by other manufacturers, but the business had been strangled by the unpleasant publicity owing to the receivership.

Fortunately the receiver, E. H. Fitch, was an experienced and capable rubber man and he had been able to reorganize the business in such a manner that it was doing just a little better than breaking even. In June, 1923, he succeeded in having the receivership lifted and planned to go after the business aggressively.

With his associates in the newly organized company he formulated a radical sales plan. The product of the mechanical rubber goods department was to be marketed only through bona fide jobbers. Every branch house carrying a mechanical goods stock was to be discontinued and all sales effort directed toward interesting the leading jobbers to carry a stock of Republic merchandise and pushing its sales instead of depending on the branches to carry the stock.

The announcement of this new policy was made in December, 1923. In a general letter to the

jobbing trade, this plan of discontinuing the branches and working through jobbers was explained. The matters of a comprehensive line, quality product and equitable price were touched upon, but the emphasis of the announcement was placed on two points:

1. That the Republic Rubber Company as the source of supply would not enter into competition direct or indirect with the jobber among the trade covered by his day to day solicitation.

2. That the Republic Rubber Company proposed to help the jobbers' sales forces in making sales and teach them the best way to move the product.

This letter brought thirty per cent returns and in the majority of cases the responses expressed appreciation of the new policy and tendered an invitation to become better acquainted. The general opinion expressed by jobbers at the time was that if such a plan were adhered to, it would succeed, and as the company had started closing its branches before the letter went out, it caused the jobbers to regard the experiment with much more interest.

Getting Jobber Cooperation

One large jobber in Chicago wrote as follows: "We cannot refrain from commenting on the policy you intend inaugurating in the sale of your merchandise. Your representative may call on us at any time after January 15." Two hundred and sixty similar letters were received which immediately gave the Republic Rubber Company a basis upon which to plan the work of their representatives.

Take for instance the situation as it existed in the Middle West. There were branches at Kansas City, Minneapolis, and Chicago. Salesmen were covering the middle western states and competing

with the jobbers in practically every large sale that was made.

The two branches at Kansas City and Minneapolis were closed. The stock on hand was offered to the trade at attractive discounts in order to close it out. That part of the merchandise that could not be readily moved was shipped to Chicago and warehoused. The men who had worked from these branches were retained on the force but worked under the supervision of a district manager who had headquarters in Chicago. These men were direct factory representatives, and their activities were directed from Youngstown.

Branch House Salesmen Retained

As soon as the old stock was received in Chicago, a special campaign was put on to clean it out. As a matter of service only, new stock was shipped from time to time to the Chicago warehouse, but all billing, all orders, prices and reports had to come from the factory. The western district was covered by five men: one traveling the southwestern states and paying particular attention to the oil fields, lead mines, and other industries to be found there, but always in conjunction with local jobbers; another covering the agricultural region, Nebraska, Iowa and Kansas; a third, Minnesota, Wisconsin and northern Michigan; still another, Illinois, Indiana and Missouri; the last devotes his time to Chicago and Milwaukee.

The experience of a salesman in Oklahoma and Texas oil fields, is typical of what happened all over the United States. Immediately after the new policy was announced he succeeded in interesting a jobber at Tulsa, Oklahoma, who practically controlled a large volume of belting sales to oil field operators. Exclusive sale was given to this jobber and his salesmen coached in the sale of Republic belting. Rolls of belt were shipped

to the various stockrooms throughout the oil fields. The sale of Republic belting more than doubled within a few months of the change. This has continued since.

After the policy had been pretty generally outlined by personal calls, correspondence and advertising, another general letter was sent to the trade. In this letter twenty-five questions were asked of the jobber, not with any idea of getting an answer, but to bring home still more forcibly the value of the "jobber only" policy of the Republic Rubber Company. Some of the questions taken at random follow:

Isn't it true that jobbers carry a diversified stock peculiarly adapted to their own community?

Patting Jobbers on the Back

Doesn't such a stock carried by the jobber save the dealer and consumer rent on space and insurance?

Doesn't the jobber's stock save the dealer original investment which money used in other directions make possible the advent of many in business who otherwise would not go into business?

The idea in these three questions was to sell the plan of carrying adequate stocks instead of depending upon factory shipments to take care of requirements. Once a jobber had a stock of goods, it was a simple matter to convince him of the advisability of getting his men to push the line.

More questions from this circular stressed the fact that the jobber occupied a vital place in the business activity of his community. It was a sort of "pat me on the back" letter but not a word of bunk or hokum did it contain. For instance,

Isn't it true that the jobber, by his investment, his payroll, his tax money, becomes a big factor in local improvements and the prosperity of the community and is therefore entitled to the support of the community?

The importance of the jobber's helping himself before he asked the manufacturer to help him was brought out in another set of questions.

Do jobbers advertise these points to their trade and prospective customers?

Do you spend any money advertising yourself as a jobber and your functioning power?

Do you expect the manufacturer to do for you what you do not do for yourself?

Finally the matter of leaving the field entirely open to the jobber was brought to his attention by this question:

Do you as a jobber approve of the manufacturer who asks you for your business and then solicits your customers?

The returns from this letter were equally as good as the first. New leads were secured and several new accounts closed. It indicated the wide interest that the change in policy had aroused, and emphasized the fact that Republic was sticking to its decision to deal only through bona fide jobbers.

J. H. Connors, general sales manager, in reviewing the 1924 business and the company's success since this policy has been in effect, said:

"Our decision to market the line through jobbers was based on a conviction that they merited a definite place in the structure of business, serving to contribute toward the attaining of a desirable and necessary objective, namely, the lower cost of distribution.

Saving Branch House Expense

"We were convinced that the local jobber particularly occupied a distinct and important place in the business of the community served and contributed toward the progress of that community. He enjoyed the acquaintance of prospective customers and was capable of giving us efficient and economical representation.

"Our observations when simmered down showed that a dissatisfied and important market was not receiving proper attention and that this market would be susceptible to a plan of sales that would assist him. The discontent of the jobber was based upon the action of manufacturers in quoting prices to and taking business from sources which rightfully belonged to him and the prices were such

that he made no profit if he entered competition.

"Branch house operation had been costing us a great deal of money. Rent, salaries, salesmen's expense, all ate up the profits to be made on branch house sales, and as previous difficulties had made it essential to pare expenses to the bone, we assumed that the elimination of branch house expenses would pare them still further.

"The success of the plan is evident in the increased volume it has brought, but even more important is the new contacts it has given the Republic Rubber Company."

Pulls Company Out of Rut

According to Mr. Connors, the change in policy has made it possible to carry the company over seemingly insurmountable obstacles, and in 1924 a steady, healthful growth has been maintained. The outlets are satisfied that Republic is keeping the faith and indications are that 1925 will be one of the best years in the history of the company. Whereas the mechanical rubber goods department was formerly regarded as an unimportant part of and necessary evil to the organization, it is regarded today as the department that has carried the company over a trying period of reorganization.

"We recognize," said Mr. Connors, "that the success of our policy rests with the jobber and without his cooperation our efforts are fruitless. We have noted a growing inclination of the jobbing trade to respect and cooperate with the supplier whose sales policy merits support, and we are following the advice of L. L. Pitts, speaking for the Southern Supply and Machinery Dealers' Association, who told us that 'we have in the collective membership of our body a wonderfully efficient and economical method of distribution. Use it.'"

The International Magazine Company announces that beginning with the March issue, "Hearst's International" and "Cosmopolitan" magazines will be combined in one publication. A. C. G. Hammesfahr will become general manager, and Robert P. Davison, business manager.

Winchester's Plan for Getting Dealers

(Continued from page 141)

he reduced his inventory and increased his turnover, and a free exchange of ideas solves many a problem. They also discuss community advertising programs. The officers sometimes request the presence of a Chicago Winchester representative at which times means of greater cooperation are evolved. The city clubs are a unit of the district and national club which meet once a year.

At the conclusion of this exposition, the dealer sees so many benefits and advantages resulting from membership that he actually asks the salesman to go over the final requirements of the contract.

Salesmen Support Plan

The first week, nine new agents were signed. The salesmen were kept informed as to what other territories were producing, and the drive was compared to a horse race. One salesman had failed the first week, but he was spurred on by being reminded of Black Gold, and, running true to form, he won the race. The enthusiasm waxed so high that the salesmen could not wait to send in their results by the regular channels, they called the office at all hours to see who was leading the field. In many cases they asked for direct help from the house which was granted either by the agency manager or the sales manager, with the result that the Winchester Club of Chicago increased its membership 37 per cent in one month. They now have over one hundred members.

An example of the successful operation of the plan is the store of Benjamin F. Schlau, Chicago. He was signed as an agent a year ago, and was convinced that the Winchester plan of store rearrangement was advisable. He completely modernized his store by putting in a new line of fixtures and departmentizing his merchandise. Each week he dresses an elaborate window with seasonable items. Mr. Schlau claims that his business has actually increased 100 per cent in the last year. An attractive, orderly, and well displayed stock has brought an entirely new clientele to the store.



122,300 Identified Dealers

250 new retail drug accounts

The VAUV COMPANY
CINCINNATI
OHIO



The Elks Magazine,
50 East 42nd Street,
New York City.

956 BLAIR AVE.
October 31, 1924

Gentlemen:

Attention Mr. Chas. S. Hart

Our page advertisement in September Elks Magazine featuring VAUV as an "after shaving" cream, brought in inquiries for 10c samples at a very low cost, ranking second on our list. This, in face of the fact that all of our advertising in other publications is directed to women, who are known to be more susceptible to coupon offers than men.

But perhaps the most important thing this advertisement did for us was to open over 250 new drug store accounts. That many were directly traceable to Elks Magazine. Undoubtedly there were others which went direct to the jobber.

Another surprising thing was the number of letters received from Elks all over the country saying they had tried to buy VAUV but that their local druggist did not carry it. In each case they took the trouble to send us a list of stores, and offered to prevail upon their favorite dealer to order some.

The B. P. O. E. certainly read their magazine. As long as we continue to advertise VAUV to men, Elks Magazine will have an important place on our list.

Cordially yours

JMH:M

THE VAUV COMPANY.

J. M. Hawkins

The Elks
Magazine

850,000 I-d-e-n-t-i-f-i-e-d Subscribers

50 East 42nd Street

New York City



We Told Our Branch Managers to Go Out and Sell

The story of a partnership plan that paid off a quarter million dollar debt and put branch offices on a paying basis

By Warwick Saunders

President, Saunders System, Kansas City, Missouri

WITHIN three years after we admitted our branch managers to partnership, we were enabled to pay off almost a quarter of a million dollars indebtedness and show a profit for the first time in nine years.

This quarter of a million dollars represented the sum total of a six-year period of pioneer effort to sell the idea of "drive-it-yourself" transportation to the public. The decision to make a change in the administration of branches was based upon the fact that in the six years we had been in business the only office that regularly showed a profit was the parent branch.

Why Branches Failed to Pay

In the normal development of the business, we had from 1915 to 1921 opened some thirty branches in the larger cities of the country, excepting Chicago, New York City, and Philadelphia. About five hundred automobiles of various makes were in use, and each branch was under the control of a manager who received a substantial salary. He governed the number of employees in each service station, in fact operated the business as his own, sending daily reports of the activities to the home office.

In practically every instance where a new branch had been opened, we found that for the first few weeks it returned a substantial profit, then the income gradually decreased, the expenses remained constant, and eventually

the outgo was greater than the income. Branches had become a liability instead of an asset. The branches, however, wherein close supervision from the home office had been maintained, showed a smaller percentage of loss than those more distant.

After a thorough investigation, we decided that the trouble lay in the fact that the branch managers did not take enough personal interest in the business to get out and develop it as we had at the home office. To remedy this condition we decided to make partners of these men and worked out a plan of stock purchase which we submitted to them.

The Partnership Plan

They were offered stock in the company in proportion to the amount of investment we had at the branch they managed. Say, for example, that the branch at Milwaukee had cost us \$30,000 to place in operation. We gave this manager an opportunity to acquire from \$3,000 to \$12,000 worth of stock on a time purchase basis, and if he desired, he might pay a part of it in cash. This money was immediately placed in work to develop the business still more. The manager participated in the profits of the entire business. If he wanted to purchase stock on a time basis, it was covered by a series of notes and the amounts deducted from his salary.

Every branch manager took advantage of the offer and the result was noticeable almost immediately. Operating costs at the branches were reduced, and the efficiency of the employees increased. The

outward appearance of the cars, station, and everything pertaining to the business improved. A careful check-up of the way a branch manager spent his time indicated that instead of waiting at the branch for business to come in, he went out after it, and accepted without question the instructions from the home office to put into effect advertising campaigns which had proved their worth during our pioneering work in selling the "drive-it-yourself" idea.

It was not our plan to have the branch manager hold the bag if the business went wrong. We protected each man with a contract agreeing to buy back his stock at the price he had paid, plus accumulated dividends at any time he wanted to withdraw—and it is interesting to note that we have yet to buy back our first stock.

Entire Organization Sells

The profit and loss statement began to take on a decidedly more pleasing appearance. At the end of three years, or in the spring of 1924, we were out of the red and the entire system was operating at a profit. During that three year period we had increased the number of branches to fifty-seven, with each new manager a partner in the business right from the start. Several hundred cars were added to the rolling stock, and a recent plan contemplates the purchase of a thousand more closed cars, and the addition of several new branches.

Today instead of a branch being operated by a manager and a group of clerks and mechanics, we have a salesman in charge who is a branch manager on the side, and

Fundamental Factors Behind Detroit News Advertising

Leadership!

Coverage

The Detroit News averages more than 285,000 circulation either weekday or Sunday and has its circulation so concentrated in the local trading territory, which represents one-third of the total population of Michigan, that a copy of The News reaches practically every English speaking home in Detroit. No other city of Detroit's size is so thoroughly covered by one newspaper as Detroit is by The News.

Home Contact

The News has maintained so clean and public spirited an attitude for more than half a century that it is the one medium that every home maker feels he must read. Other newspapers may enter some homes, The News enters practically every home in America's fourth city and forms the householder's guide to public affairs as well as to purchases.

Field Prosperity

Detroit with more than a million population is the center of the high wage paying automotive industry and has consistently been placed on business condition maps as one of the few cities in America enjoying a continued and substantial prosperity.

The Detroit News

30,604,518 Lines in 1924

Greatest Volume In History of All Advertising in America

"Always In the Lead"

his force of clerks and mechanics has been trained to act as salesmen every hour of the day. Waste has been eliminated still further, suggestions for improving the business are coming in daily from employees, and in practically every instance the incomes of all employees have been increased.

When we began opening branches we studied the results that other organizations had obtained from their branch managers. We found that under the impetus of a new job, the urge to make a success, and the change in environment, the first few weeks or months usually showed a profit, and the manager amenable to suggestions from the home office. Later they got into a rut, suggestions were pigeonholed, and the burden of proof placed on the executives at the parent organization. The same thing obtained in our experience until we adopted the plan of making them partners and letting their success or failure depend upon their own efforts.

Blazing Our Own Trail

In our instance perhaps it was a little more difficult to establish a policy of operation. Prior to 1915, the "drive-it-yourself" business was practically unknown. There were no figures or tables of experience available to guide us in making decisions. We had to feel our way and trust in good fortune that we did not go wrong.

To get the proper perspective of our problem, one must realize that we had no experience with transportation problems before going into the "drive-it-yourself" business. In fact, my four sons literally pitched me into the business in spite of my vehement protests and urging them to stick to their knitting and not abandon a profitable real estate business we had built up in Omaha, Nebraska.

I was in Birmingham, Alabama, at the time, and they had written me of their intentions. Telegram after telegram telling them not to enter a business that sounded

"cheap," undignified and offered no financial return made no impression upon them. They formed a corporation, elected me president, and when I reached home presented me with half a dozen more or less battered Fords, a tumble down shack called a service station and said "Here's your business, go to it."

The only selling effort they had made was a three line classified ad in a morning paper announcing "A Ford For Rent—Pay By the Mile—Drive It Yourself." The response to the advertisement was immediate and in volume, gratifying. But instead of the substantial citizenry of Omaha, the new venture held a peculiar fascination for automobile thieves, speed fiends and wreckers.

Our selling problem narrowed down to two major things: sell the idea of the "drive-it-yourself" business to the substantial people of the city, and change public opinion as regards the business as a whole. We were limited as to finances, and could not employ advertising or sales counsel. I had published a country newspaper and this experience had taught me the best way to get over an idea was to go direct to the people who could make or break it. In my early days I had sold goods from door to door in Virginia and the Carolinas and I knew that a direct appeal, illustrated by what I had to sell, did the business.

We started with small newspaper space, and each advertisement

was addressed to a particular group of business men. First the real estate men, then doctors, contractors, architects, engineers, and others. We worked the group idea. As the advertisements appeared, we drove a rental car to the offices of these different groups, made a personal contact, pointed out the service we might render, and tried to put over the idea that our business did occupy a worthy and dignified position in the community.

When we had broken the ice with the business people, we went after the people who did not own cars of their own, but who enjoyed using them. We urged in advertisement, personal contact and direct by mail literature, that they use Saunders cars for outings, week end drives, evening rides, and invited telephone and mail inquiries.

The Policy that Spelled Success

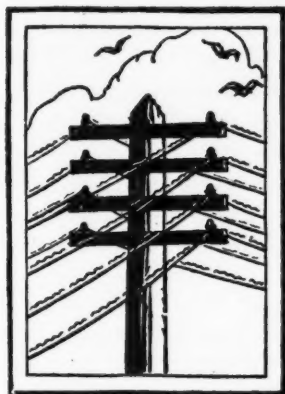
Then we started after the out of town people through the salesmen who covered the territory around Omaha. Sales managers became interested and suggestions from these organizations led to our opening our first branch at Birmingham, Alabama, and following soon after with another at Kansas City. While the home office at Omaha had constantly shown a small but satisfactory profit during the pioneering efforts, the same tactics employed here apparently failed at the branches.

We attributed it to conditions, but month in and month out, the loss continued until the change in branch manager policy mentioned early was made in 1921. During all of this time, neither my four sons, nor I had familiarized ourselves with cars in more than a general way. To this day I do not know how to drive. While we are part owners of more than a thousand cars, whenever we want to use one, we rent it from ourselves, pay a mechanic to drive it, and then pay ourselves rental for it. We have succeeded in selling a line that we knew nothing about.

Charles R. Wiers, who, as most "Sales Management" readers know, is one of the foremost authorities on letter writing in the American business world, has prepared an article for the February 7 issue in which he discusses unusual letters. Mr. Wiers includes in his article complete reproductions of a number of letters which successfully ironed out difficult situations, or unraveled a unique complication in a business deal.

Like the articles he wrote during the past year on "The Disgruntled Customer," "Turndown Letters That Sell," and other "touchy" letter writing problems, you will find the next article both entertaining and helpful.

"Put your best salesmen
on the **T**ELEPHONE
for a month"



PICKED SALESMEN of Chamberlain & Company, wholesalers, swing around eight states every day—on the telephone. Less than 200 long distance calls daily sell nearly twenty million dollars a year by telephone. Regular customers are served, first sales made, deliveries quickened, and territory covered that the salesmen, without such help, could not reach. "Put your best men on the telephone for a month," advises George N. Chamberlain, president, "and see the results."

Today, in nearly every line of business, thousands of concerns are turning to the long distance telephone. In an age noted for advancement, there is no more notable change than the growing use of the telephone in business. The telephone enhances the high value of time, and almost annihilates the cost of distance. A hundred thousand times a day, the toll and long distance telephone brings business question and answer together—at a saving of millions of dollars a year.

Is your house making full use of the telephone? Are you using it to save time and travel, bring last minute business, rush information to salesmen or prospects,

clean up collections, make connections in new territory and to talk to customers more frequently? A measure of how economically any concern pushes its business is how much it uses the telephone.

The Commercial Department of your local Bell company is ready to co-operate with you in finding out how your business can use the telephone more profitably. Call local headquarters. But in the meantime don't wait. The telephone on your desk has 15,000,000 connections. It will get a concern 300 or 3000 miles away just as surely as it now serves you locally. Save time and money by using Long Distance. . . .
Number, please?

BELL LONG DISTANCE SERVICE



Salesmanship that Unravels the Red Tape of Railroad Buying

Some Hints for Sales Managers Who Want a Share of the Two and a Half Billion Dollars the Railroads Will Spend in 1925

By C. W. Hamilton

ONE of the large hardware manufacturing concerns in New England has been receiving orders regularly from the Pennsylvania Railroad for door locks, catches, hinges and similar products. They have prided themselves upon the fact that hardly a day went by without a requisition from this railroad for some of their products. According to the sales manager, they "had the business of the 'Pennsy' pretty well sewed up."

During this past summer their pride in this business has been given a terrific jolt. An experienced railroad man called upon them and after the sales manager had finished telling him how much business the Pennsylvania was giving them, he asked to see the filled order file.

In a few moments he pointed out that all of the orders they received came from only one of the divisions of the Pennsylvania, namely, the 150 miles between Harrisburg and Altoona. There are twenty other divisions on the road. "While you think the volume you have been getting is splendid, you actually are receiving less than one-twentieth of the potential business," the sales manager was told. "Get your men onto the other divisions and have them sell the master builders on the idea of standardizing your product and see what happens."

The campaign to bring that about is now under way and reports indicate that both the analysis and suggestion were valuable. Other divisions are following the

lead of the Harrisburg and Altoona division. But this hardware sales manager would not have realized the opportunity he was passing up had not an experienced railroad man analyzed his orders for him.

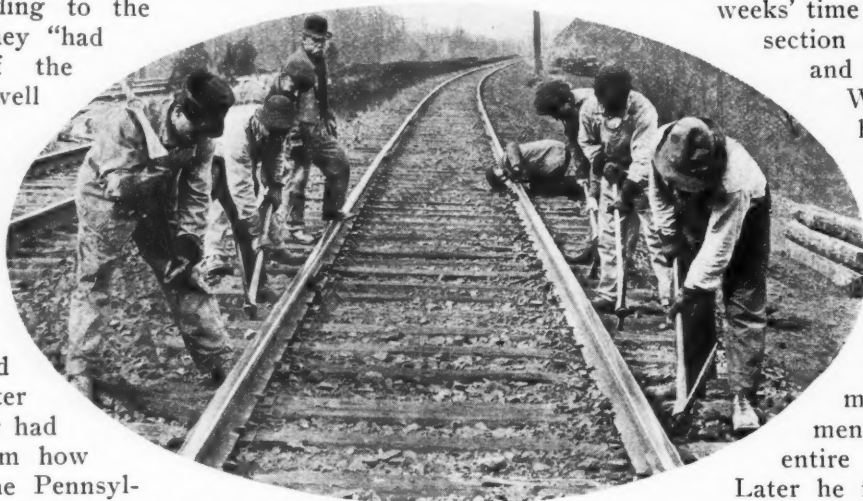
Not so very many months ago the chief engineer and purchasing

agent is to line up the tracks and this had always been accomplished by a lot of prying with crowbars. The new track liner was a sort of screw jack proposition that did away with all of the manual labor and shortened the time of the operation. This man went from section gang to section gang, demonstrated his liner, and in three weeks' time had covered every section between Chicago and New York.

When he introduced himself to the chief engineer and purchasing agent of the Erie in Chicago, they figuratively "fell on his neck." He had little difficulty in making his equipment standard on the entire Erie Railroad. Later he followed the same tactics on the "Katy" road between St. Louis and Galveston and is doing the same thing on other roads now.

Had he followed the tactics of many salesmen and called upon the purchasing agent, he might still be cooling his heels waiting for an order.

The problem of selling the railways differs radically from that encountered in the industrial or manufacturing field. In the latter there are a large number of individual prospective customers, each buying a relatively small quantity of material and with the purchasing authority commonly centralized in one man. In the steam railway field the buying authority is concentrated in a smaller number of units, although the authority within these units may be distributed widely. The amount of missionary and educational



Sell the merits of your product to the men who use it, and they will help you land the order

agent of the Erie Railroad were deluged with requisitions for a new kind of track liner. They had never heard about it, and could not locate an equipment manufacturer who could tell them where it was made. Checking back the requisitions, they found that these requisitions originated with the section foremen and were approved by the roadmasters along the line. Reports indicated that some man was covering every mile of their roadway between New York and Chicago and demonstrating this track liner to the men who had to use it.

He had started with the roadmaster of the New York division, and with his permission, called upon the section foreman. One of the regular jobs of a section gang



"The Floridan," the Illinois Central through train to the southern coast, is typical of the de luxe transcontinental trains in which hundreds of thousands of dollars are invested in special compartment, dining car, parlor car, and Pullman equipment

work necessary before a company is able to get down to actual selling is far greater in the railway market. On the other hand, however, this condition greatly reduces the cost of repeat orders after a contact is once established.

When a manufacturer unfamiliar with the railway field endeavors to sell the railways, he usually calls first upon the purchasing agent. This is natural because it is the purchasing agent who buys the materials and who will be supposed to be in a position to give him an order if any order is forthcoming. However, the purchasing agent is normally the last man a salesman should call upon unless his product is standard with the railways and sold purely on a price basis.

No Order Without Requisition

This is true because if the purchasing agent does not receive a requisition he will never be in a position to issue an order, no matter how well he may think of the salesman and his product. There was a time when the purchasing agent's word was final in the selection of many materials. However, with the constantly tightening net of regulation and the necessity for the utmost economy, specialized departments have been created to design, construct and maintain the equipment and structures comprising the railways.

The experience of two large steel sash manufacturers in going

after the railway business illustrates the importance of studying the market. Representatives of these two organizations asked a veteran railway man what they should do to get more business, and he advised both of them to place a man in charge of their railway sales and endeavor to educate the roads to make their product standard. One of them, the Truscon Steel Company, followed his advice. The other did not.

Muffing a \$100,000 Order

Several weeks later this man had occasion to check up on the sales of the two organizations, and the company which had not followed his advice told him that they could not see the necessity of the special man as they were getting as much of the business as anyone. He asked them what their experience had been on a \$100,000 contract that the Santa Fe Railroad had just let for a building in Albuquerque, New Mexico. They could locate no information concerning it.

The architect for the Santa Fe lives in Chicago, the job was to be located in Albuquerque, and the contract was let in Los Angeles, the division point, subject to the approval of the Chicago office. A check-up showed that the Chicago office had no information about the job; the Los Angeles office had not gone after the business because the work was to be done in Albuquerque, and they would not be credited with the sale, and the

Albuquerque salesman had not been able to reach all of the men interested in the sale. The Truscon Steel Company landed the order because their special man followed the order from Chicago to Albuquerque, to Los Angeles, and back to Chicago again. Out of five large contracts awarded at about the same time, the Truscon Company's special representative secured three of them. Just recently the Truscon Company enlarged their railway sales department and now have five men taking care of that business alone.

Right Channels to Follow

In selling the railroads the problem is:

1. To interest the man who is in a position to use your products.
2. To create a demand for them on his part to the point where he will make out a requisition and forward it through the proper channels to the purchasing department.
3. To follow this requisition into the purchasing agent's office and get it translated into an order for your product.

To sell the railroads successfully it is necessary to have an idea of their organization and of the path which the requisitions travel. The president of the railroad is in charge of all branches of its activities. He has as his assistant a vice president or general manager in charge of operation of the properties. This office in turn has

SALES ACTIVITIES

Perfect Parallel for Sales Work

ADVERTISING IN A.B.P. PAPERS

ADVERTISING that parallels the sales activities; advertising that calls on the same people that your salesmen call on; advertising that talks the language of each buying group; advertising that exemplifies the principles that have been proven and tested in personal selling.

That in a word is the reason for the great power exerted by Business Paper advertising, and for its amazing economy and productiveness.

The salesman calls **ONLY** on known prospects or customers—so does the Business Paper. The salesman varies his sales talk to suit the individual case—so does copy in the Business Paper. The successful salesman commands the friendly interest of his customers—so does the Business Paper

But the Business Paper has some advantages over the salesman. The subscriber **INVITES** the Business Paper to call and pays for the service. He consults the paper as a business duty in much the same attitude of

mind that he would seek the advice of a trusted friend.

The subscriber **NEEDS** the Business Paper—it is his only source of unbiased, unselfish information—it is his buying and operating guide—he goes through the advertising pages with the same interest that he would feel in a great exposition of the merchandise he buys.

He does not have to be coaxed or tricked into reading the advertising—it's an essential part of the service he pays for—it's **HIS** market place.

Just as in personal selling, the Business Paper *concentrates* on real buyers. It exemplifies, in advertising, the advantages of *intensive* cultivation, and presents the most outstanding example of intense reader interest.

No wonder that the returns from Business Paper advertising per dollar expended, place this medium in a class by itself.

**Are you getting your share?
Perhaps we can help you.**

A.B.P.

"Member of The Associated Business Papers, Inc." means proven circulations, **PLUS** the highest standards in all other departments.

THE ASSOCIATED BUSINESS PAPERS, INC.

Headquarters, 220 West 42nd Street, New York

Over 120 Papers Reaching 54 Fields of Trade and Industry

three principal assistants, a general superintendent in charge of purely transportation matters, a superintendent of motive power in charge of rolling equipment, and a chief engineer in charge of all fixed properties, including the roadway, tracks and bridges. These system officers are vitally interested in all material and equipment designed for their use.

The railway is normally broken up into divisions of approximately 500 miles each for operating purposes, with an organization on each division similar to that outlined above. The division superintendent has as assistants a train-master in charge of transportation matters, a master mechanic in charge of cars and locomotives, and a division engineer responsible for the maintenance of tracks and other structures on the division. Each of these men has assistants who are in immediate charge of the work in their respective departments and are necessarily interested in any material or equipment adapted to their use.

The Message to Officials

While railway organizations place responsibility for the proper construction and maintenance of tracks and structures on the engineering department, of cars and locomotives on the mechanical officers, the transportation department is interested in safe, continuous and economical transportation. It is therefore important that the sales message be also conveyed to these officers in a general way so that if any question is brought to their attention they will be sufficiently informed to render a fair decision.

For instance, one of the master mechanics on the Lehigh Valley Railroad decided that a locomotive crane would be a good investment. His division point was not a large one, but he outlined his ideas to the crane salesman who had been calling on him. This man in turn explained it to the more responsible executives. As a result the locomotive crane was purchased and put in operation. Within a comparatively short time, additional cranes were ordered for other points along the line. Today there are fifty of them in operation

on a road with only 1,000 miles of trackage, an average of one to every twenty miles. But the salesman who sold the merits of his crane to the officers finds that his product is standard. He need not worry about getting the order because the requisitions specify his product.

After a requisition has once been made out by the local division engineer, master mechanic or any intermediate officer up to and including the chief engineer or superintendent of motive power, it

and showed them how to equip their cars with a small motor. The section foremen tried to get requisitions through but were refused, and finally resorted to buying the motors out of their own pockets and installing them on the cars. It did not take long to convince the chief engineers that if section men were willing to pay for motors out of their meager wages, the railroads could afford to buy them. They reimbursed the men for the motors already purchased and made motorized hand cars



Courtesy Pathé

There isn't any excuse for this picture except its railroad atmosphere, and perhaps the laugh you'll get out of little Farina's woebegone expression

is important that it be followed through the purchasing department, for while it is the practice on most roads for the purchasing department to honor the requisitions for a specific material, responsibility for which is assumed by the using department, this officer is in a position to refer the matter back to the officer making the requisition if he is convinced that other materials can be secured more economically or the material is not necessary.

Take the case of the gasoline engine manufacturers who conceived the idea of motorizing the section-gang hand cars. When they approached the purchasing agent they were listened to politely but given no encouragement. Purchasing agents insisted that the old fashioned pump handle cars would be all right.

One of the salesmen, however, went direct to the section gangs

standard equipment for the roads.

Illustrating the importance of educating officers of all ranks to the merits of a product is the experience of one chief engineer, who said that while standard instructions of the road prohibit a subordinate employee from specifying certain materials for which the management has established standards, the requisitions for a track device which come to his attention specify a certain type, and while he has authority to change the requisitions he dare not do it, because if a different type of equipment were furnished it is doomed to failure in the hands of the men who are so thoroughly sold on the economies of another.

Take the case of paint brushes. One manufacturer has put on an intensive campaign educating the men in the car shops to the merits of his product. A short time ago a brush of another manufacturer

was sent out for test and came back marked "not satisfactory." The name and trade mark of the manufacturer was removed, and the name and trade mark of the manufacturer who has been furnishing brushes placed in its stead. The same brush was sent back for test and came back with a glowing report from the shops, and a request that a supply be secured.

In selling to the railways many salesmen who have had little experience in selling to large organizations are likely to become discouraged if an order is not forthcoming within a short time. They fail to realize that because of the size of the organization and the large number of men who may influence purchases, railway business requires intensive cultivation, but the amount of business, once it is secured, is so large as to make it highly desirable and the ultimate selling cost low.

Market a Concentrated One

The Illinois Central Railway, for instance, plans an elaborate campaign each year to keep its Chicago terminal free from tie-ups due to snow. Long before the first frost, requisitions for the purchase of 6,000 snow shovels, 2,600 scoop shovels, 2,000 No. 2 shovels, 275 picks and extra handles, 100 snow scrapers, and 850 bags of rock salt are placed and delivered to strategic points specified. Year after year the same sources of supply receive replacement requisitions to keep this emergency equipment in shape. The roadmaster in charge of the Chicago terminal tracks wants to be sure that he is equipped to keep the wheels moving and he is the man to sell.

During the past year one of the large chemical companies of the

country had a force of men going from door to door in Japan buying arsenic in pound and half pound lots. There was an acute shortage in the domestic supply and this company had a contract with a large transcontinental railway to furnish it with arsenic to kill the weeds that creep up between the ballast of the roadway. In one year this road spends approximately \$200,000 for arsenic for this purpose and treats only 12 per cent of its mileage. Failure to meet the contract might lead to cancellation, and the chemical company literally begged the Japanese housewives to make more of it over their rude charcoal fires.

The variety of railway purchases is almost inconceivable. The purchasing department of the Pennsylvania Railroad reported, "Take the dictionary and leaf through it. Our yearly purchases will probably cover 90 per cent of the items listed that are on the market." The catalogue of the Chicago, Burlington & Quincy Railroad lists many odd items. Vaseline is purchased in 100 pound lots. There are always available in the storehouses 27 different kinds of signs such as "Danger," "Whistle," "Look and Listen," "Crossing," and others; 24 kinds of oil; 11 kinds of lamp and lantern wicks; chamois skins; 6 kinds of soap; and thousands of other items.

Few people realize that the railways of the nation absorb one-third of the steel output of the country annually, and 14 per cent of all the timber produced. One road alone, the New York Central, maintains over 21,000 buildings, ranging in size from the Grand Central Terminal to the little

crossing shanty. There are 350,000 buildings in the country maintained by the railroads.

The railway market is a concentrated one. During the year 1925 it is estimated that \$1,350,000,000 will be spent in improvements and expansion. In addition to this, almost another billion will be required for maintenance and operation. Of this estimated two and a half billion dollars, 190 roads will spend 90 per cent of the money. The remaining 10 per cent will be spent by smaller lines who have a gross annual income of less than \$1,000,000.

Credit Losses are Unknown

The steam railways of the nation offer an annual market of from one billion to two and a quarter billions of dollars, depending upon business conditions. It is never less than a billion. Manufacturers who have appreciated the importance of the market have found that a campaign of education among the ultimate users, the men who swing the picks, turn the wrenches and operate the keys, is an open sesame to the signed order.

And the railway market is one in which credit losses are unknown even under the most adverse conditions. Railways, even those who suffer receivership, are going concerns and have stable credit. Losses because of defaulted bills are unknown.

With an industry of this magnitude facing a program of activity such as is outlined for 1925, more and more sales executives are finding it expedient to study and plan campaigns that will give them the break when the final decision as to what shall be bought is made.



The Cincinnati Times-Star

*again clinches the hold it wrested from
the morning newspaper eighteen years ago*

WITH 12,026,469 lines of paid display advertising for the year 1924, the Times-Star once more heads the list of Cincinnati advertising media. . . . For eighteen consecutive years display advertisers, both local and national, have proved both that Cincinnati is pre-eminently an evening newspaper market and that The Cincinnati Times-Star is pre-eminently the newspaper of this market. The year 1924, with an average of one million (1,000,000) lines of bona fide display advertising per month, has demonstrated these two facts beyond all possible argument.

Comparative Statement

of Display Advertising published in the Cincinnati newspapers in the year 1924

		LOCAL LINES	NATIONAL LINES	TOTAL LINES
TIMES-STAR	(Evening 314 days)	9,674,847	2,351,622	12,026,469
ENQUIRER	(314 week days)	3,560,564	727,132	
	(52 Sundays)	4,424,070	908,502	
		7,984,634	1,635,634	9,620,268
POST	(Evening 314 days)	5,023,459	1,499,225	6,522,684
COMMERCIAL	(314 week days)	1,982,666	137,564	
TRIBUNE	(52 Sundays)	841,792	49,896	
		2,824,458	187,460	3,011,918

TIMES-STAR'S LEAD

Over Enquirer	2,406,201
Over Post	5,503,785
Over Commercial Tribune . .	9,014,551

Consistent with the spirit as well as the letter of its obligation to advertising clients the Times-Star, years ago, discontinued the publication of legal advertising, delinquent tax sales, public biddings, court orders, etc., because the statute fixed the rates for such advertising lower than the card rates of the publisher. Although some of these statutory limitations have been subsequently modified, the only consideration in the publication of notices required by law is one of rate and the Times-Star still regards such matter as outside the classification of legitimate display advertising and does not include it in tabulatory display lineage.

Times-Star advertising, too, has been kept clean and fit for the discriminating families with whom it circulates. Misleading, insincere and questionable advertisements are refused equally with those that are offensive morally or contrary to business ethics. Your advertisement in the columns of the Times-Star will always be in good company.

The Times-Star gives to the advertiser practically 100% coverage of the native white population in the local territory. It offers the advertiser the connecting link with the consuming public. Practically every national advertiser who uses more than one newspaper in Southern Ohio is a consistent advertiser in the Times-Star. One Hundred and Eighty-Five National advertisers use the Times-Star exclusively in Cincinnati.

The CINCINNATI TIMES-STAR

Member Audit Bureau of Circulations

Department of Commerce to Make Analysis of Sales Territories

Planning Sales Quotas, and Salesmen's Compensation
to be Subject of Early Investigation by Government

Special Washington Correspondence

ONE of the most important decisions of policy that has been made at Washington in a long time is the current one that the newly established United States Division of Domestic Commerce shall take up first the problems of sales managers. Dr. Julius Klein, director of the Bureau of Foreign and Domestic Commerce, indicated, from the time that Congress made its first appropriation of \$50,000 for the new cog in the governmental machine, that systematic surveys of the markets of the United States would constitute an important phase of the work. Now it is arranged that this purely constructive work leads off the program.

Asked to make a statement for "Sales Management" on the work that has been undertaken or is in prospect, A. Heath Onthank, the new chief of this clearing house for sales information, said: "The general purpose assigned to the Division of Domestic Commerce was to work toward the elimination of waste in methods of distribution. Of the many angles which might be treated, the subject of more scientific analysis of markets was finally picked as being the one which at the present time would yield the greatest results for the amount of money available for expenditure.

"It is not necessary to go into detail concerning the work of the division except in two particulars, both of which should be of great interest to executives and especially to those on the sales end. Among other ways of achieving the desired end, the Domestic Commerce Division has set out to make correlative studies of the best trade practices in various industries. A series of two studies on the problems of salesmen has been started which may be

expanded in the future to a larger number.

"'Planning Salesmen's Territories' will be the title of the first of the several bulletins which will be published to present the results of this investigation. This initial report will present a collection of maps and plans of salesmen's districts actually in use by some of the most progressive and most efficient companies having national distribution. Underlying the conclusions reached has been the aim to bring to this most important subject a scientific method of approach which production engineers have used in routing material through factories. The second project in the series will take as its subject 'Planning Salesmen's Quotas' and there will be published in due course a summary of the best methods which have been found in actual operation. As our third undertaking in behalf of sales interests we look forward to a study of 'Salesmen's Compensation.'

"Another general line of effort, tending to the elimination of waste in production and sales, is a series of surveys of regional markets. The first of these, which analyzes the Philadelphia market area, has been prepared after several months of arduous field work and analysis of all statistical data which is available. The results in many cases have been astonishing.

"Not only has a fairly definite view of the purchasing power of inhabitants of this region been established, but it has been demonstrated that the territory dependent upon Philadelphia logically separates itself into five characteristic and homogeneous subdivisions. Each one of these is a market in itself.

"For most commodities the subdivisions would require distinctly different treatment, both in the

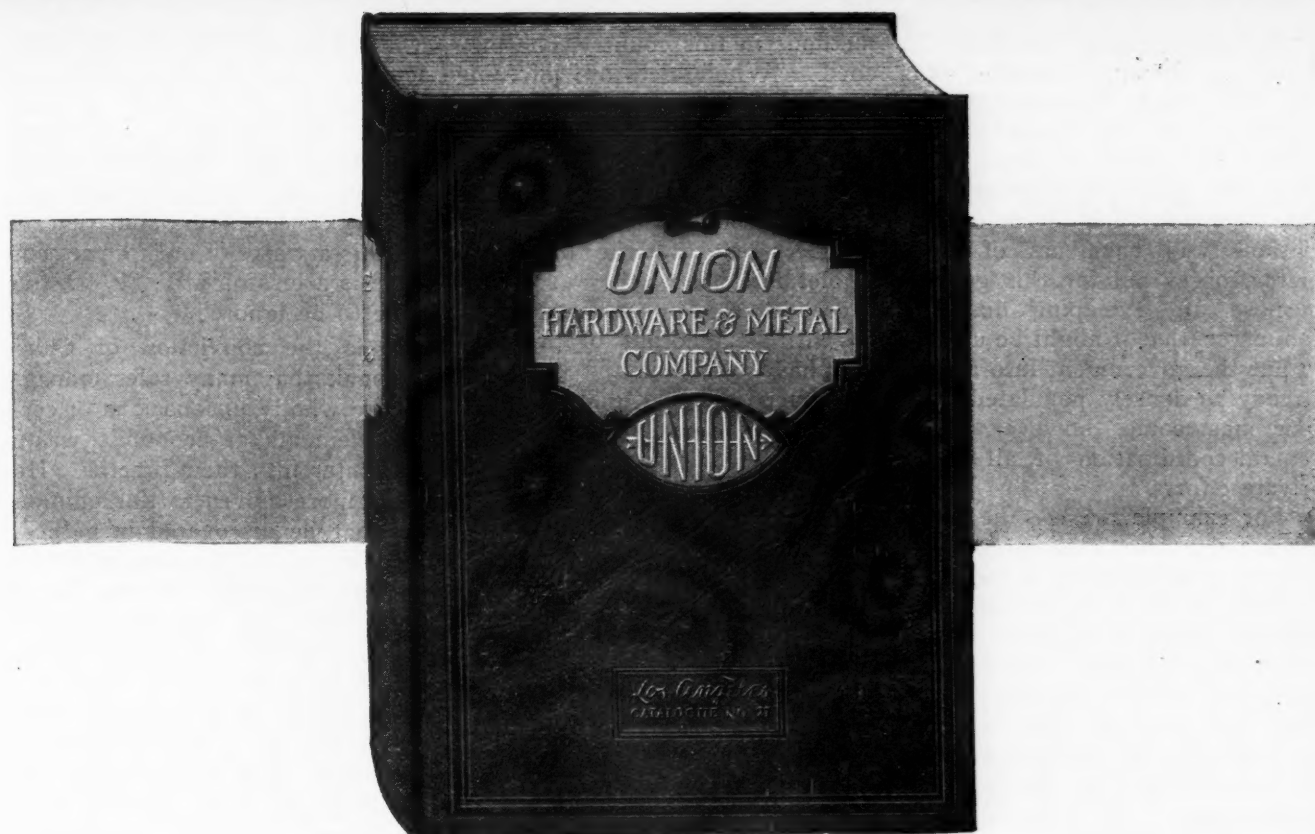
methods of merchandising and advertising. It is, I believe, the first real scientific analysis of any particular market region from the point of view of ascertaining as definitely as the intangible factors permit, the purchasing power of that territory. Work has recently been started on the second of this series of regional surveys, which has been undertaken in the Atlanta region.

"This study will be under the direction of John M. Hager, a man of world-wide experience in sales executive, advertising and research capacities. Mr. Hager will soon go to Atlanta, there to fine-tooth comb the southeastern states in the endeavor to expose all the traits and habits of purchasing which differentiate the people of that section from buyers in other parts of the country.

"As funds become available for this work, other sections of the United States will be treated in a similar manner. Eventually all the large trading areas of the United States will be covered by these surveys. It is hoped that they will be a real contribution to the biggest problem now facing the country, namely, the decrease in costs of distributing merchandise."

In expressing the hope that Congress will grant an increase of at least \$25,000 a year in the appropriation for the Division of Domestic Commerce, Director Klein, who has general supervision, spoke of the destiny of the new division as a clearing house and consolidating agency for all data (public and private) on selling and distributive practice. He said:

"I can well appreciate the reluctance of Congress to make a larger appropriation for the study of domestic trade. In fact, it is not



"Best Book We Have Ever Put Out"

"IT is the best book that we have ever put out . . . and we are glad now that we selected a Molloy Made Cover to use on our book."

Hard selling was required to convince the Union Hardware & Metal Company that a Molloy Made Cover was the ideal binding for the catalog pictured above. 3184 pages make a big book, requiring a binding of exceptional durability. It must stand up under hardware store treatment over a long period. Its color and general appearance must compel admiring attention. But Molloy Made Covers met all these qualifications with flying colors, the books were

delivered, and the advertising manager writes enthusiastically as quoted in the first paragraph.

Molloy Made Covers are of heavy leather cloth and will endure almost any amount of punishment. They are without equal for binding catalogs, sales books, data reports, or any other books which are subjected to hard use. Their rugged good looks never fail to command instant and favorable attention anywhere. And their cost is moderate. Send us details concerning your next book, and let us submit figures for a Molloy Made Cover that will make it "The best you ever put out."

Molloy Made Covers are made only by

THE DAVID J. MOLLOY COMPANY, CHICAGO, ILLINOIS
2857 North Western Avenue

*Prospect-Fourth Building, Cleveland
126 East 84th Place, Los Angeles*

*300 Madison Avenue, New York
Carlton Publicity, Ltd., London, England*

MOLLOY MADE

Commercial Covers  *for Every Purpose*

to be criticized for the delay in increasing the appropriation. It is due very much, I imagine, to the conviction in the United States Senate and House of Representatives that there are so many private agencies, such as trade associations and chambers of commerce, organized for this general purpose of developing domestic commerce, that it might be unwise to put the government into a field already so densely populated. The time has come, however, for a general coordination of all those private efforts.

"For example, we see the retail grocers organize and attempt to make a general study of the deficiencies in their trade and the wasteful practices incurred. In the meantime the shoe dealers are struggling with the same problems, and you have two associations working almost side by side without sufficient coordination between them."

To act as official assembler and digester of all the data on sales problems which is in possession of private agencies, is only half the task of the Domestic Commerce Division, as its obligations are now sketched. The other half involves the prosecution of original, first-hand research on specific problems. The rule that is applied in the selection of subjects for independent exploration is interesting. The policy is to keep hands off problems that are being adequately handled by trade papers and trade associations. Two classes of sales problems are accounted fair game for Uncle Sam. One of these is the problem which, because it has but just developed or for some other reason, has not been thoroughly probed by any private agency. An example of this type is the issue of hand-to-mouth buying. The other eligible is the sales problem which may have been attacked privately, but which nevertheless is commended to Washington because the superior facilities for securing authoritative information on the subject.

"What are the best warehousing methods?" asked Director Klein when indicating the need for initiative on the part of the Division of Domestic Commerce. "There has been no study of warehousing

methods in this country," he pursued. "Wholesalers are pursuing one policy in one section of the country and another policy in other sections. While certain wholesalers in certain districts have desirable practices, those practices may not be known to wholesalers in other sections. Warehousemen in one district may be entirely ignorant of practices that have been adopted by warehousemen in other districts. So the thing to be done is to make an analysis of warehousing practices, having in mind the waste that is passed on to the consumer by extravagant and poorly thought out policies of warehousing."

Where are the leaks in sales practice to which the Division of Domestic Commerce will devote most attention, as operating funds become available? This question, put to Director Klein and Chief Onthank, brought reaction specific enough to satisfy the most curious. The wastes on which fire is to be centered consist principally of the leakage due to lack of properly standardized stock records; the lost motion due to lack of retail cost data; losses due to lack of proper attention to seasonal purchasing; sacrifices due to

want of appreciation of the character and importance of turnover; and waste attributable to idle stock. Director Klein said that something like \$37,000,000,000 of domestic trade is carried on in this country every year and that if there is a waste of only 1 per cent there is a loss of \$370,000,000, too large to be ignored.

It is the conviction of Chief Onthank that many sales managers are wholly unconscious of certain elements of economic waste that enter into their practice. He is the more moved to this opinion by what he discovered in gathering material for the current study of sales territories. It was found that marketing executives have been laying out salesmen's routes and planning salesmen's territories arbitrarily in accordance with state and county boundary lines or in conformity with railway maps. In so doing they have ignored to a considerable extent community groupings, sectional preferences, the extent of the idiosyncrasies of local demand and the other influences that cause markets actually to be prescribed by sympathy of consumer taste rather than any hard and fast geographical limitations.

National Cash Register Sets New Sales Record

Sales for the year 1924 of the National Cash Register Company, Dayton, Ohio, exceeded by far those of any other year in the company's history, according to figures recently published. The American selling force produced a volume totalling \$34,683,800.

Shipping records were also broken. More than 146,000 cash registers had been loaded on cars up to December 30. In 1923, 145,784 registers were shipped. According to J. H. Barringer, general manager, "The progress made in the past twelve months puts the company in the best position it has occupied in its thirty-nine years of activity, and we confidently expect to surpass all previous records in 1925."

Plans for an unusual convention have been completed by the

company as a reward to the 400 salesmen who have secured the quota assigned them for 1924. In February they will board special trains at Chicago and spend ten days on a sight seeing tour of California and the Northwest. Denver, Salt Lake City, San Francisco, Los Angeles, and other points of interest will be visited.

Conferences will be held at the Coast for announcement of 1925 sales plans.

According to C. E. Steffey, general sales manager, the membership of the Hundred Point Club is one of the largest in the history of the company. Men from all parts of the United States and Canada secured their quota and some went as high as 240 per cent of quota in face of conditions generally regarded as below normal.

New Circulation Records for The Kansas City Star

All through 1924 The Kansas City Star enjoyed a steadily increasing circulation—and during December of this year attained the greatest circulation in its history, passing all previous high marks with a total, combined morning and evening, average of

500,008 Daily

And still another record! During December the city circulation broke all previous records, the combined morning and evening average increasing 10,456 copies daily over December, 1923.

Average Circulation

	Morning	Evening	Sunday
December, 1924	247,613	252,395	265,808
December, 1923	<u>238,963</u>	<u>243,647</u>	<u>242,551</u>
Gain	8,650	8,748	23,257

During 1924 The Kansas City Star printed
over 11,910 pages of advertising, representing—

25,345,388
Lines of Advertising

THE KANSAS CITY STAR

ACME

VISIBLE RECORDS EQUIPMENT

Are Your Present Business Records Earning a Substantial Profit?

OF necessity, millions are spent on business records today. The investment means huge dividends for those concerns where the record work is properly organized and kept up to date—modernized to the minute.

WITH a library of more than six thousand authenticated forms covering every kind of business and every known Record Requirement, Acme is looked to as a leading authority — first sought when Records are under discussion.

THEN, too, Acme leads the entire field in visibility, simplicity and effectiveness with twelve exclusive points of superiority. A local Acme Record authority is near you; shall he call and discuss the possibility of some new and highly profitable record for your business, or perhaps the modernizing of a record which has ceased to serve.

LET him discuss with you some particular record for your business which you desire to make more creative and more profitable.

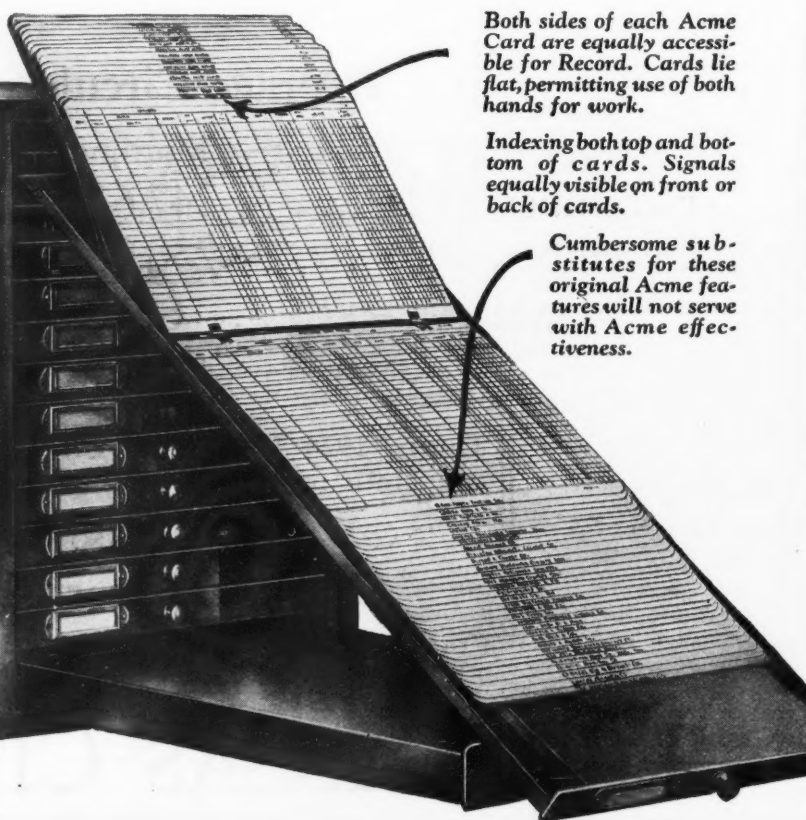
ACME CARD SYSTEM COMPANY

Makers of Acme Visible Records Equipment

116 Michigan Avenue, South

Chicago, Ill.

Offices and Representatives in Most Principal Cities (Consult Phone Directory)



Both sides of each Acme Card are equally accessible for Record. Cards lie flat, permitting use of both hands for work.

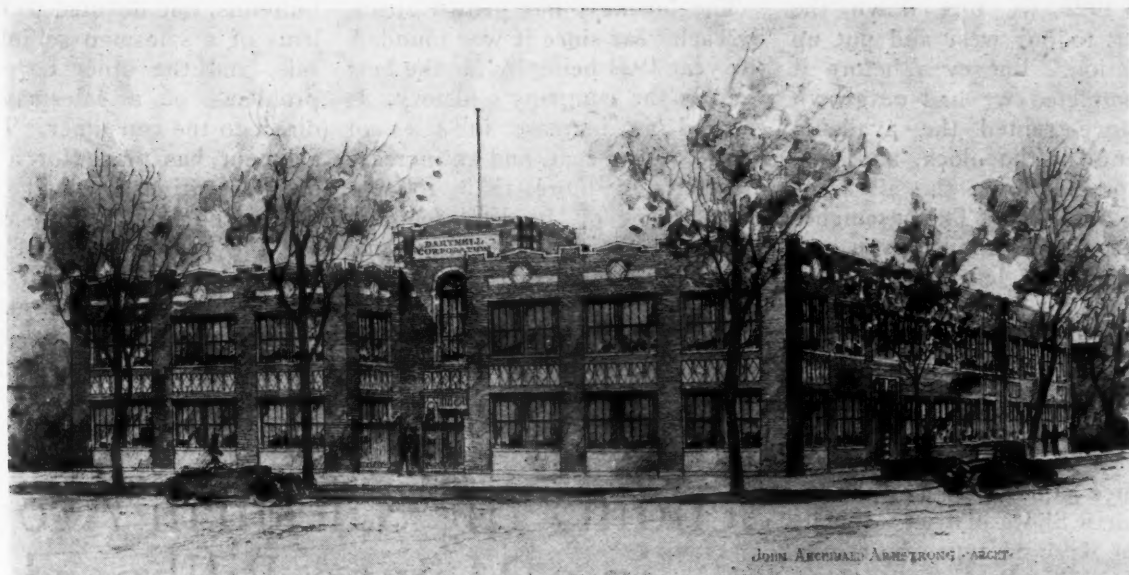
Indexing both top and bottom of cards. Signals equally visible on front or back of cards.

Cumbersome substitutes for these original Acme features will not serve with Acme effectiveness.

ACME CARD SYSTEM COMPANY, S.M. 1-25
116 South Michigan Avenue, Chicago

- ☐ Have representative call
- ☐ Mail Catalogue
- ☐ Send detailed recommendations by mail on handling _____ records. (sample forms enclosed)

Name _____
Address _____
By _____



The new home of The Dartnell Corporation, which will be ready September 1, 1925

"Sales Management" Outgrows Its Home; Will Build New One

How Dartnell Grew From a Bare Idea in 1917 to an International Organization of Over One Hundred Persons

WE are getting ready to move again in Dartnell Park. It will be the sixth time in eight years that the Dartnell family has had to find larger quarters. Each time we consoled ourselves with the hope that it would be the last move, but it wasn't long before it became hard for even the corporation cat to find a place to camp.

Contracts are now being placed, and work will begin just as soon as the frost is out of the ground, for a greatly enlarged building on the same location. The present building will become the north wing of the enlarged plant. The consolidated building will have its frontage on Ravenswood Avenue and will extend back 150 feet. There will be approximately 40,000 square feet of floor space, sufficient to care for a business of a million and a half dollars annually. It is planned to have the new building ready for occupancy by September 1 of this year.

The Dartnell Corporation was founded eight years ago by its present controlling owner as the Dartnell Sales Service. The

original office was located in the Transportation Building, Chicago.

The organization at that time consisted of C. R. Johnson, who did all the selling, got out the orders and took them over to the post office. One evening, shortly after "Sales Management" was started, Charley was pushing a cartful of mail down Jackson Boulevard when he was hailed from the sidewalk by one of his customers. The customer wanted a quotation on rates on the back cover of "Sales Management." The incident led to the sale of the back cover to the "Chicago Tribune," who has, as you know, used it ever since. Sometimes Charley got his salary—and sometimes the ghost had rheumatism and couldn't walk. Miss Means managed the stenographic, accounting and billing departments, doing all the work of the departments in her spare time. Miss Winsberg presided over the mimeograph, until one morning the National Cash Register Company paid a year's subscription to the service in advance, thus providing the necessary funds for a down payment on a multigraph. After

that the business began stepping ahead.

By May, 1918, the tiny office became too small to hold Mr. Johnson and Miss Winsberg all at the same time, so we spread ourselves over a suite on the floor below. A few months and we had two suites. Then we moved over to the Brooks Building, 223 West Jackson Boulevard. That was in 1920, the days of soaring rents. When it became impossible to squeeze any more envelopes under the desks, Jack Kemp talked the landlord into paying us a fancy figure for our lease, and by putting on a drive for paid-in-advance subscriptions to our monthly service and the first Dartnell survey, we were able to finance a building of our own, the banks having just before that closed down tight on building loans in an effort to deflate building prices. We moved into the original Dartnell building in Ravenswood in the fall of 1920.

But our spacious and roomy feeling was to be short lived. It was not long before people began climbing over each other even as they had in the Brooks Building.

So in 1922 we tore down the dwelling to our west and put up an addition. But even before it was completed we had outgrown it, and we rented the available basements in the block, and garages up and down the alley for keeping our stock. The basements and the garages having given out, the only thing left to do is to build, and this time we are going to make a job of it.

The new Dartnell building is from the plans of John Archibald Armstrong, and will be one of the most attractive and efficient industrial office buildings in the Chicago North Shore district. It will be of the daylight type, the center of the building being lighted and ventilated with a well or court, making every office bright and airy. But the air will be cool.

Financed by Employees

The main entrance will be moved from Leland to Ravenswood Avenue, the present Leland Avenue entrance becoming an employees' entrance. From the entryway there will be an open stairway leading up to a spacious reception room which will be in the tower connecting the two wings as shown in the accompanying sketch. The editorial offices will occupy the south wing, and the sales and accounting departments the north wing. The west section of the building will be given over to the Hooven and multigraph departments, the addressograph department, mailing department and stock room. There will be an employees' lunch room and other conveniences. The printing department will occupy the first floor of the building.

The building will be owned entirely by the Dartnell Corporation, the finances for the operation being provided by an employees' preferred stock issue, which was quickly oversubscribed. One hundred per cent of the male employees and sixty per cent of the female employees took up the stock. The common stock is held by the following members of the organization: J. C. Aspley (and family), P. S. Salisbury, J. T. Kemp, E. Whitmore, J. F. Weintz, H. D. Colcord, P. R. Means, C. E. Lovejoy, and M. V. Reed.

The business has grown steadily each year since it was founded, the year 1924 being by far the best year in the company's history. It showed an increase in sales of nearly 30 per cent, and an increase in profits of more than 100 per cent. Some of the 1924 features which contributed to this result were the new Advertising Agency Guide, the Page-a-Day Book for Salesmen, the manual, "What a Salesman Should Know About Finance," the Chenoweth Christmas letterhead, and the specialized

bulletins, one devoted to the problems of a salesman selling for resale, and the other covering the problems of a salesman selling direct to the consumer. The management has plans for a number of innovations, which will be announced from time to time during the year. The first of these innovations is a special monthly sales contest plan for users of our executive's sales service—complete with wall chart, salesman's score bulletins, special letters for use during the month, etc.

Sending the Salesman Around in a Moving Billboard

(Continued from page 158)

compartment. The car and all of its equipment are painted a bright yellow, and in large black letters appear the words "Foods Shot From Guns," and beneath this the names of the foods, "Puffed Rice and Puffed Wheat."

The original suggestion for this design was a mechanical fount of rice used in a store window in Atlantic City. The motion of the product held the crowd and when sampling automobiles were designed, they were rigged so that a discharge from the miniature gun was blown into the glass compartment on the deck of the car. The body of the car holds a day's supply of samples which in damp weather are kept crisp and warm by a heater device in the floor of the car.

Samples are distributed to every house in the territory, evenly divided between Puffed Wheat and Puffed Rice, and half a dozen samples are left at each store. The dealer's attention is called to the fact that samples are being distributed in his neighborhood. According to Louis Freeman, of the Quaker Oats Company, this plan of creating consumer interest has proved highly successful; it has stimulated dealer interest and the distribution has become so general that practically every store selling food products carries some of these products in stock.

That almost any type of product may be advertised by these specially constructed cars is indicated by the wide variety of such cars

in use. Just the other day the writer saw a salesman's car of the coupe type, parked outside of a drug store in the Wilson Avenue district of Chicago. The fact that it was a salesman's car was immediately apparent, because on the rear was the reproduction of a bottle of Bromo-Seltzer. It was not a picture but an actual-reproduction of the bottle itself. It stood about five feet in height, was painted the familiar blue of bromo bottles, and the label was an exact reproduction of that on the stock bottles. The name, "Bromo-Seltzer" loomed up like a lighthouse in a fog.

The Emerson Drug Company, manufacturers of Bromo-Seltzer, are enthusiastic boosters of these salesmen-advertising cars. J. Edward Murray, treasurer and sales manager, says that wherever they have used them, the increased distribution and dealer interest has more than warranted the expenditure. In fact, 1925 will witness a substantial addition to the cars they already have in use.

Since sales executives are yearly advocating a closer canvass of territories as a means of increasing distribution and volume, the possibility of advertising cars as selling helps offers a wide field for study. Improved roadways, economy of time and travel expense are factors that enter into the consideration of this problem and the experience of the organizations mentioned indicates what may be expected.

"United to Do-Good Service for You"

OWING to the fact that the twelve Macfadden Publications are handled as a group by the same circulation department and by the same circulation methods, we have effected economies in this department which are reflected in the extremely low rate at which we can offer advertising space in all the Macfadden Publications.

It was but a step further to centralize our advertising efforts also, but it was obviously impossible to include every Macfadden Publication into a "unit", because of the varied appeals of our different magazines.

We have, however, selected five among the most outstanding of our publications and included them in "The Macfadden Unit". This effects so great an economy in time and money and labor, that we gladly pass along to advertisers a considerable saving in rate, and at the same time we give a greater coverage at a *lower*

rate, than can be obtained in any single magazine, or in any other group of magazines.

This grouping of five publications in the "Macfadden Unit", effects definitely and at once a saving of \$2.90 a line or \$950 a page.

Each of these magazines in the "Macfadden Unit" has an individual identity, although all are built along the lines which have made the Macfadden Publications so signally successful.

We do not pretend that we are entirely unselfish in forming the "Macfadden Unit." But whatever of selfishness there is in the working out of this idea redounds to the benefit of advertisers who need complete coverage among the 2,725,000 magazine buyers who voluntarily step up to the newsstands of America and pay 25c a copy for their favorite magazine.

True Story

True Romances

True Detective Mysteries

Fiction Lovers

Dream World



EDITORIAL COMMENT



The Federal Trade Commission Again Under Fire

In the January 10 issue we printed a brief summary of the minority report submitted by Federal Trade Commissioner Nelson B. Gaskill to Congress, suggesting reforms in the commission's procedure that will bring it more nearly into harmony with the purposes for which it was originally established. In our opinion the filing of this report by a man who has had four years of practical experience as a member of the commission, and is unquestionably in sympathy with its aims and ideals, represents the best opportunity that business men have yet had to relieve themselves of some of the most intolerable features of the commission's activities.

Commissioner Gaskill discloses the fact that there has been, at least since 1920, a marked difference of opinion among members of the commission itself, as to the use of publicity as a means of enforcing its orders, and the general interpretation of the law with respect to prosecuting those who voluntarily discontinue practices complained of. There is little divergence of opinion on those points among business men, however. The trade commission's misuse of publicity is notorious, and its activities in trying to prove or disprove charges which have long ceased to exist are entirely at variance with the objects for which it was established. The insurgent commissioner treats his colleagues gently, of course, and is careful to state that he desires changes in procedure only, not a revision of the commission's jurisdiction. Nevertheless, he shows an appreciation of the business point of view that qualifies him as a spokesman worth having, and his demand for changes in procedure appear to us quite sufficient to alter the whole complexion of the situation—if they can be put into effect.

Little can be hoped for, perhaps, from this present Congress. But this Congress, or any other, will not be likely to take action unless there is a demand for it. We doubt, furthermore, if business men will ever get a better chance to express their honest opinions with respect to the commission without raising the suspicion of ulterior motives, and without the fear (perhaps unwarranted, but very real, nevertheless) of reprisals. In plain terms, if Commissioner Gaskill's report is to accomplish anything more than stirring up the dust in some pigeonhole, you will have to write to your senator and representative about it.

Did Louise Rice's Article Make You Ill?

C. S. Carney, personnel director of the White Motor Company, fears for you. He fears that because you have had little training in psychology you are an easy victim for the fakir—especially graphology fakirs. "I do not believe if you were a confectioner that you would sell candy which would make children sick," he writes, referring particularly to Miss Louise Rice's article: "The Handwriting on the Salesman's Application." Mr. Carney's interest is appreciated. It is sincere. It is well taken. But we don't think the lack of knowledge which our readers have of psychology makes Miss Rice's article dangerous. Rather their lack of knowledge of psychology as the college professor understands it, is the best reason in the world why they will be safe from any ill effects. Seriously, however, graphology is like everything else. There is a little good in the worst of it. At least it reflects the orderliness of a mind. But how it can be used in sales work is up to each of us to determine for ourselves. The point we wish to make here is that just because we print an article, does not mean we endorse it. We have not been publishing "Sales Management" long enough to feel that all ideas other than our own are worthless.

The Future of House-to-House Selling

This year will see many changes in the fundamental tendencies of distribution. That there will be a marked growth of chain stores is most likely. Whether there will be a corresponding development in mail order houses and house-to-house selling organizations is a question. Our guess is that both mail order selling and house-to-house selling have reached a peak. Resistance is increasing on the part of the consumer, for one thing, and the local merchants are beginning to awaken to their opportunities, for another. One illustration of this resistance is the drive which the hardware industry is starting against house-to-house selling. The various women's clubs, chambers of commerce, civic clubs and similar organizations are being urged to bring their influence to bear against door-to-door selling on the broad grounds that it retards community development, since the house-to-house peddler pays no local taxes whereas the merchant does. There will always be mail order houses and house-to-house salesmen, but we incline to the opinion that the recent rapid growth of these methods of distribution will slacken from now on.



FREE Advertising for YOU on Your Dealers' Store Fronts

A BRIGHT, beaming Federal Electric Sign on your dealers' store fronts, telling everybody 24 hours a day to come in and buy your product—the most effective dealer tie-up you can get—constantly reminding prospects to buy your product, which they have seen advertised or heard about—NOW.

Blaze your trademark *across the country in letters of fire!*

The most marked advance in dealer merchandising—bringing in actual sales day and night—will make your 1925 sales campaign a bigger and more profitable one.

Our Manufacturers' Service Representatives have all the data and can explain the plan in a few moments. Write, wire or phone us today—it won't obligate you—you owe it to your Company to learn the facts—NOW.

FEDERAL ELECTRIC COMPANY

Manufacturers' Sign Service Division

8754 South State Street, CHICAGO, ILL.



A FEDERAL ELECTRIC SIGN IS THE CAUSE OF A BUSY STORE—NOT THE RESULT

How the Dennison Company Handles Broad Problems of Management

(Continued from page 138)

purpose of the plan, and also prove in the long run fatal to successful management.

On the other hand is the opposite danger of spreading the profits too thin, taking in "everybody," and making participation of no particular value to anybody. This again would defeat the purpose of the plan, and at the same time put the control of the business into the hands of an unwieldy assembly, ill-fitted to deal intelligently with problems of management.

Both of these contingencies, as it happens, have been forestalled in the Dennison plan. It is provided, for example, that the dividends paid on I. P. stock cannot exceed 20 per cent, and cannot amount to more than one-half of the profits remaining after preferred dividends have been paid. This makes it certain that new men will always receive stock if profits have been earned, as well as assuring that some of the earnings will be put back into the business. A part of the profits may, if desirable, be held in a surplus account instead of being distributed in stock or re-invested in the business. But this surplus must not exceed 10 per cent of the amount of all kinds of stock outstanding, and it must be materially reduced at least once in eight years.

Plan Prevents Official Cliques

On the other hand, no new I. P. stock can be issued in any year until at least 5 per cent in cash dividends has been paid on the I. P. stock already outstanding. Since the number of shares that any individual receives must be in proportion to his salary (which determines his value to the company), it is evident that the above restrictions pretty effectually prevent the formation of an official clique. At the same time the broadcast distribution of stock on which no cash is realized, to those who are not of managerial calibre, is effectively prevented.

The record of the number of I. P. shares distributed, and the

number of employees participating each year since the reorganization, is significant:

	Shares Distributed (Par Value \$10)	Number of "Principal Employees"
March 1913	15,122	167
" 1914	18,604	211
" 1915	12,779	218
" 1916	12,884	228
" 1917	43,752	260
" 1918	19,015	288
" 1919	30,740	320
" 1920	57,363	364
" 1921	72,479	377
" 1922	22,838	374
" 1923	40,672	380
" 1924	50,908	387

The foregoing table indicates rather definitely the capacity of the management to meet its obligations to the preferred stockholders, and to carry on the business successfully even through such trying and vexatious periods as that of 1921.

No Lobbying in Electing Officers

As already stated, the directors of the company are elected by secret ballot, and the sole voting power is in the hands of the 387 industrial partners. Since the plan has now been in operation for more than ten years, there is at least a fair opportunity to judge its results by the character of the directorate that has been put into power. What sort of directors do these men elect, anyway? Do they choose directors on the basis of broad experience and knowledge of the company's requirements, or personal popularity, or what? Since the board of directors cannot be a self-perpetuating body, and there is no chance to gather in proxies, what has happened to it?

What is to my mind the most significant demonstration of the success of the plan is contained in the answer to those questions. Now, more than ten years after the stockholders turned over the power of electing directors to a group of principal employees, the board consists of the following seven individuals:

Henry S. Dennison, president of the company and grandson of the founder. Though a member of the family, Mr. Dennison started in the ranks, and was twenty

years or more in working up to his present position.

W. E. P. Howell, vice president in charge of merchandise and purchasing. Started as salesman in the New York store, and later became city salesman, district manager in Canada, purchasing agent, and head of the company's merchandise committee.

Thomas G. Portmore, manager of works. Began as a boy in the factory, and was successively clerk, assistant foreman, foreman, assistant works manager, and manager of works.

H. B. Hayden, treasurer. Began in the factory. Became foreman of the tag and printing departments, later manager of works, and then treasurer.

J. P. Wills, export manager. Started as city salesman, and was successively manager in charge of city salesmen and merchandise manager of one of the four principal lines.

G. V. S. Carroll, director of sales. Originally a salesman, then district manager and general sales manager.

S. W. Van Ness, director sales promotion. Began as stock clerk in the New York store, became a salesman, and later advertising manager.

Old Employees Chosen Directors

All of the directors, in other words, are men who have been with the company for many years, and have worked up from the ranks. Each of them has a definite position in the company and gives his whole time to its affairs. Perhaps it is significant that at least four of the seven are men who have had practical experience in selling the company's product. At any rate, the records of service are a pretty reliable indication that the men chosen are big enough for the job, and that such matters as personal popularity do not seriously interfere with the exercise of good judgment on the part of the electorate.

As a matter of fact, I was assured more than once in talking over the plan with different members of the organization, that the judgment of the industrial partners as to directors is likely to be a good deal better than the judgment of any ordinary group of stockholders, for this reason: that the directors are also industrial partners, and their acts as directors are continually under review by

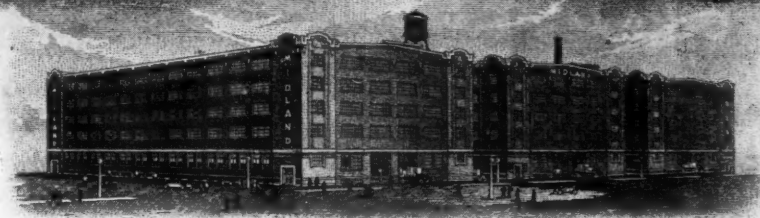
"MIDLAND SERVICE"



WAREHOUSE NO. 1
43rd. AND ROBESY STS.



WAREHOUSE NO. 2
15TH PL. AND WESTERN AVE.



WAREHOUSE NO. 3 15TH ST. AND WESTERN AVE.



M IDLAND Service assures complete Chicago and National distribution quickly, and at lowest cost.

Midland Warehouses:—No. 1 at 43rd and Robey Streets, No. 2 at 15th Place and Western Avenue, and No. 3 at 15th Street and Western Avenue—are in the center of Chicago, close to the "loop" and Stock Yards Districts.

Midland Warehouses adjoin Universal Freight Stations of the Chicago Junction Railway—the terminal belt line—connecting with all of the thirty-nine railroads which diverge from Chicago, covering the entire country, and connecting with all world trade routes.

T HERE are no cartage or trap-car delays in making less-than-carload shipments through Midland. There are provided ample facilities for unloading and loading cars, trucks or drays.

Midland's one million square feet of floor area offers public storage space. Also large or small blocks are available on lease at moderate rentals and low insurance rates.

Midland Service meets all Warehousing and Distributing needs; and at minimum cost the competent Midland Organization relieves you and your sales organization of all distribution-detail worries.

Inquiries for information and rates are invited.

MIDLAND WAREHOUSE & TRANSFER CO.

15th Street and Western Avenue

CHICAGO, ILL.

The Dartnell Advertising Agency Guide 1925

1925

Dartnell

Bound in
cloth, 6 x 9 1/4
inches in size, 200
printed pages, listing
more than 360 recognized
advertising agencies in the United
States, Canada and Great Britain.

A revision of Dartnell Report No. S. 75 on
Advertising Agencies, first published in 1920

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Some Useful Information This New Guide Gives You

THE Dartnell Advertising Agency Guide for 1925 came off the press December 1st. In it are given heretofore unpublished facts about 360 recognized advertising agencies; who the principals are and what their advertising experience has been; the most successful campaigns conducted by the agency; fields in which it specializes; size of organization and number of accounts handled, with a list of principal accounts and other useful information. The listing of agencies is preceded by a seventy-page editorial section giving tests, check-up methods and suggestions which an advertiser can use in dealing with his agent.

Working With the Agency From Your Advertising Dollar

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JOSEPH RICHARDS COMPANY, Inc. Established 1874
 247 Park Avenue, New York City
 Member: A.A.A.A.; N.O.A.B. Recognition: A.N.P.A.; P.P.A.; A.P.A.; A.B.P.
 Personnel: JOSEPH A. RICHARDS, president. Formerly associated in advertising capacities with Waterman Pen Company, Remington Typewriter Co., Victor Machine Co., more latterly has done special work for Mutual Life Co., Hawaiian Pineapple Co. and others. He was advisory counsel a war to the Bureau of War Risk Insurance. MILTON TOWSE (director), for thirteen years with the Joseph Richards Company, formerly making business. COURTNEY M. SMITH (director in charge of producing years with Street Railways Adv. Co., valuable advertising experience ima Cigarettes; Lowney's Chocolates, Packer's Tar Soap; H. O. Food ARTHUR W. SULLIVAN (director and general manager), for five years to joining the Richards organization advertising manager Vacuum Oil dling an advertising appropriation of approximately \$500,000. At one lected with the production department of the Street Railway Adv. Com he staff numbers fifty-five. No branches.

SECTION II

Small Versus Large Agencies

ONE OF the largest national advertisers shifted recently from one large agency to another. We happened to know that the president of this company is a close personal friend of the head of a small but efficient agency.

We asked this latter man if his agency had been considered. "No," he said, "I knew nothing about the change until it was announced to the public. I saw my friend shortly after, and asked him if he had thought of our qualifications. 'Why not—ours is a big account, so, of course, I went with a big agency.'"

This undoubtedly struck the advertiser as sound logic. As a matter of fact, he placed his account with a good agency, but that does not excuse him from blindly ignoring the merit of a smaller organization.

But after all, this advertiser is not a lone instance, for many desirable accounts are obtained on the size of the agency rather than on the ability of the principals. A new agency starting with twenty-five or more supposed employees has a much better chance to obtain major accounts than has an agency that starts with five able men. There seems to be no business in the country where "follow the leader" is such an effective slogan. An irresistible glamour seems to surround the large organization and the one with a large number of accounts.

But mere size means nothing. Here is an agency with thirty-five people, impressive offices, a "statistical" department, a research "staff," and several other departments and titled officials. It is an easy matter for a salesman for this agency to persuade a sales manager to go through his plant, and the sales manager is impressed by the size of the organization; he thinks he would get the combined effort of these thirty-five

at: The Joseph Richards Company is now serving nineteen accounts, which are exclusive, and sixteen of which are active. The oldest of counts is Tiffany & Co., served by this agency for forty-nine years. portant accounts are the American Saw Mill Machinery Company (13 uld Storage Battery Co. (9 yrs.), Nairn Linoleum Co. (9 yrs.), Pacoas (3 yrs.), F. Berg & Co. (4 yrs.), Millard Co. (4 yrs.), Public Service (4 yrs.), Frank M. Prindle & Co., Veolay Toilet Preparations (4 yrs.), Thibaut, Inc. (4 yrs.), Library Bureau (4 yrs.), Tidewater Oil Sales yrs.), Manhattan Electric Co. (3 yrs.), J. B. Williams Co. (3 yrs.).

The agency prepares a questionnaire asking the prospective client cations which it needs before undertaking actual advertising. The client uch information as he can, and any information he is unable to supply l by the research department of the agency through its investigators. pays for securing this information since it is for his use and profit, and re in other ways than advertising. No contracts between client and other than memo agreement that exists only so long as service is satisfactory.

led Data on File With Research Department, Dartnell Corporation, Chicago

EDSON-BRIGGS COMPANY Established 1921
 venue and 21st Street, Cleveland, Ohio
 N.O.A.B. Recognition: A.N.P.A.; A.P.A.; P.P.A.; A.B.P.

At: WM. E. RICHARDSON, RALPH E. BRIGGS. Experience of the execu rs more than twenty years' specialty and automobile advertising. Staff twenty.

Eight accounts are handled by this agency, including American d, N. White Co., Long Eakins Co., F. B. Stearns Co., Macbeth-Evans Co.

handled by principals. This agency feels especially mment and automobile advertising. Con ove Co. one of its successful ation. erising

"Who's Who" Among Advertising Agencies

*With Important Data as to the Experience
 of the More Important Agencies*

For Buyers of Advertising

THE tabloid listing of agencies enables an advertiser to examine the experience of three hundred agencies, and select one or two which are especially qualified to handle his account. Simple tests are given which can be applied to agencies thus selected to determine the ONE BEST agency. A very practical section deals with such problems as the small vs. the large agency; plans for compensating agency; how to get better service from your present agency; how to draw up an agreement with your agent; matter of "extras" on the bill, etc.

For Sellers of Advertising

PUBLISHERS and their representatives need the new Guide because it gives a lot of information they ought to have in soliciting advertising accounts. It is the only agency list which details the experience of the various agency executives; tells how long the account has been served by the agency; and gives a bird's eye view of the way it does business. With this Guide you can direct your solicitation to men in authority, rather than take a chance that your letters will find their way through a mass of competitors' circulars to someone's desk.

Sent on Approval to any Responsible Concern for \$2.00

THE DARTNELL CORPORATION, Publishers

Chicago

New York

London



Where the Sale Begins

First Impression is important—see that the card you present is an indication of your business character.

Wiggins Book Form Cards can be beautifully engraved or printed, and are always clean and convenient. Bound at one end, they detach easily with a smooth, straight edge. They have the snap and "feel" of quality.

We engrave them or supply blanks to your printer for type-printed cards. Convenient cases in several forms. Write for sample tab and information.

The John B. Wiggins Company

Established 1857

1102 S. Wabash Ave.

CHICAGO

705 Peoples Gas Bldg.

WIGGINS

Peerless
Book Form

CARDS





Sales Managers!
Liven up your sales contests and bulletins with original cartoons. If you have an idea we'll work it out; if you haven't, we'll supply one.
We specialize in convention cartoons.
Send for proof sheets

We Draw Cartoons to Order

Business Cartoon Service

Lew Merrell 35 S. Dearborn St. Chicago

their associates. Periodical meetings of the industrial partners are held, at which problems of management are discussed with a freedom and frankness that would be unpeakably shocking to the minds of an old style directorate.

The cloud of sanctity that often hovers over the heads of "members of the board" is conspicuous by its absence. This freedom of discussion, with no subjects barred, enables the partners to take the measure of actual and potential directors with considerable accuracy, and to test the soundness of their judgment by more definite standards than personal popularity or a reputation for great wisdom.

Plan Reduces Employee Turnover

In still another way these meetings are of great advantage to the company, in that they tend to give each partner a grasp of the problems of the business as a whole, rather than merely his own particular branch of it. The salesman gets a clear idea of the problems of the shipping department, or the production end; the plans of the advertising department are discussed in their relation to the plans and requirements of other divisions; and so following. These men meet, not as employees of sales, production or shipping departments, but as partners in a common enterprise, and as time goes on, each of them tends to become a business executive rather than merely an expert in some isolated field of business activity. The company is not merely increasing the efficiency of its present organization, but is raising a crop of executives from its own ranks thoroughly capable of carrying on the business in the future.

Quite obviously, also, the industrial partnership plan is a considerable factor in reducing personnel turnover among employees of the higher grades. Very few executives are being trained by Dennison for other people's service—or employees either, for the matter of that. The personnel turnover in the organization as a whole is now a fraction above or below 16 percent—which is something to be proud of in an organization employing more than 4,000 people.

At any rate, by 1919 the success of the plan was so evident that the

management (which means the industrial partners) extended it to include not merely the "principal employees," but all employees who have been two years or more in the company's service. By the terms of this arrangement, one-third of the annual surplus (after obligations to the preferred stockholders) is set apart for distribution among the employees in the form of Employee Industrial Partnership stock. This stock carries no voting power, and is distributed on the basis of length of service instead of in proportion to wages or salaries. It also is non-transferable, and is convertible into second preferred on the death of the owner, or when he leaves the company.

The holders of this class of stock do, however, play an active part in the internal management of the company, through a General Works Committee consisting wholly of representatives of the employees, and a number of small conference committees comprising an equal number of members from the management and the employees.

The General Works Committee

This last development of the plan, I was told, is still regarded by the company in the light of an experiment, though one that gives every promise of success. It was the understanding when it was proposed that it would be permanent only if experience showed that the employees actually earned their share in the profits by assuming their share in the responsibilities of management.

In other words, as was said in the beginning, the Dennison plan is not based on philanthropy, nor is profit-sharing the main object. It is rather an attempt to solve some of the common problems which generally grow more difficult as businesses grow older and become more complex, and to give practical effect to the principle that those who share in the profits, and bear the responsibility for losses. As applied to the Dennison business, the plan is a success, and in the words of the company "has already borne fruits of loyalty, delight and devotion beyond our hopes."

How Merrell is Earning Bigger Profits

(Continued from page 150)

store in St. Louis. At the end of two weeks they had practically 100 per cent distribution and had sold a total of more than two hundred and seventy gross or more than the manufacturer's own men had sold in Los Angeles in a nine weeks' campaign.

"Did you see the Norida advertisement in last Sunday's 'Post-Dispatch?'"

Mr. Dunn's question took me by surprise.

"Here is the ad and here is one of the vanities. We went right into the downtown stores and demonstrated this to the girls before the advertising came out. The result was that one of the girls in one of the big department stores sold twenty-six Noridas before noon Monday morning after this advertisement appeared.

An Illustrative Case

"That vanity is something that a lot of women have been wanting for a long time. With the old style vanity they could not use their regular face powder and a lot of them did not like the compact powder. With the right kind of advertising behind it Norida is going to go over big. The dealers all knew it would make a hit the moment that they saw it, and when our salesmen told them it was going to have the right kind of advertising behind it, they, knowing that our promise of advertising had been fulfilled for every one of the thirty-five or more new products we have introduced in the last couple of years, bought without questioning the proposition at all.

"The fact is that it is getting now so that about all our men have to do to get a new product into the drug stores is to say, 'Well, Jim, here is a new item that we have the distribution on. The advertising is going to break in a few days and you want to be ready for it. I will just put you down for a dozen.'"

A wider application of the Merrell Drug Company's plan may solve the problem of cooperation for both manufacturer and jobber.

Are Your Salesmen Getting the Dartnell News Bulletins?

Whether or not to get out a house organ is a problem that is confronting many sales managers just at this time of year.

The Dartnell "Selling News" is serving several thousand concerns in lieu of a house organ. It provides a way of prodding salesmen every week, and doing it tactfully, impersonally and effectively. It is strictly a news bulletin of accomplishments by salesmen, keeping you informed what other salesmen are doing and provides space for your own supplementary message at the same time.

It brings fresh material each week to the desk of the overworked sales manager in such form that it is ready for immediate distribution, with or without comment. Get prices on quantities, for your entire sales force.

THE DARTNELL CORPORATION

1801 Leland Ave., Chicago

19 West 44th St., New York

You want that small catalog RUSHED?

The copy isn't quite ready—there are some small illustrations missing and you have some pressing details to take care of that "just can't wait". Then, call us; we'll pull the loose ends together and get the job out.

Our business - QUALITY ADVERTISING PRINTING

Rathbun - Grant - Heller Co.



INCREASE YOUR SALES with GO-GETTER STATUETTE

Here is an inspirational figure of the GO-GETTER SALESMAN that will put "pep" and enthusiasm in your sales force. Some of the biggest concerns in the country are using this statuette as a means of getting the best out of their men, either as a gift, or as prizes in Go-Getter Sales Contests, souvenirs at Conventions, etc. It stands 8½ in. high on the "steps to success" and is handsomely finished in a rich bronze color and is virtually unbreakable. Each is packed in box with copy of Inspirational poem, "The Go-Getter."

\$1.75 each, postpaid, for a lifetime of service. Special prices in quantities. ORDER TODAY

V. A. ICKER, 4112 Wilder Avenue, NEW YORK CITY

A SALESMAN'S BEST FRIEND



Send for this Book of Better Catalog Covers

It illustrates and describes an extensive variety of binders for Loose Leaf Catalogs, Price Lists, Sales Manuals, Bulletins, etc. It shows exclusive, distinctive types, especially devised for general distribution purposes.

Samples and suggestions gladly submitted. Send today for the booklet illustrated above—it may help you select just the right cover.

THE C. E. SHEPPARD CO.
260 Van Alst Ave.
LONG ISLAND CITY, N. Y.

Will Money in the Bank Help Salesmen Sell?

Who makes the best salesman—the improvident, irresponsible fellow with “home worries”—or the man with money in the bank?

Thrifty, independent salesmen seldom “flirt” with sidelines. The salesman who feels “safe” financially is not taking long chances on going into business for himself.

What a Salesman Should Know About Finance

By J. C. Aspley

is a commonsense, coat-pocket-size book on thrift for salesmen. It points out the advantages of saving money in an entirely new way. Makes salesmen content with their jobs and shows them that their best bet is to make and save money where they are. It also opens a salesman's eyes to the importance of conserving the company's money as well as his own.

\$1.10 on Approval
The Dartnell Corporation
1801 Leland Avenue
Chicago

A Salesman Who Puts a Dramatic Kick Into His Sales Plan

(Continued from page 144)

and finally become a branch manager with this very same company—his branch is close to his home office—gave up his afternoons for weeks in advance of the convention to whip the production into shape. He peeled his coat day after day in the convention hall, put the actors through their paces, coached them, drilled them, until their lines were intelligible and their movements looked human.

For four solid days during the convention, then, actors came and went on that little stage, dramatizing ideas. And that audience of wise and sophisticated men applauded and thumped the arms of their chairs in perfect approval and agreement. Not one of them looked bored or annoyed or disgusted. On the contrary, they were “sold”—and they said so.

The Hit of the Convention

For the most part, the playlets were serious. But there was one hilarious exception. And that exception was a travesty, a gem of burlesque, conceived and written by none other than the dynamic little Shorty B—.

Its theme was the training of salesmen. And its manner, in the hands of the irrepressible Shorty, was exceedingly broad. As a dramatist, Shorty transcended drama and attained the altitude of pure satire—but satire so true that every line packed a punch and every punch reached the button. For a half hour that convention hall rocked and rolled and reverberated with merriment. Shorty and his playlet and his cast just naturally “stopped the show.”

Then, on the tag-line that snapped off the tail of the climax, the curtains closed and I saw Shorty slip out of one of the stage doors and make his way through the audience. Alongside me he dropped into a chair, sighed, then leaned toward me and asked:

“How did it go?”

“You heard ‘em,” I said. “Some of them haven’t recovered yet.”

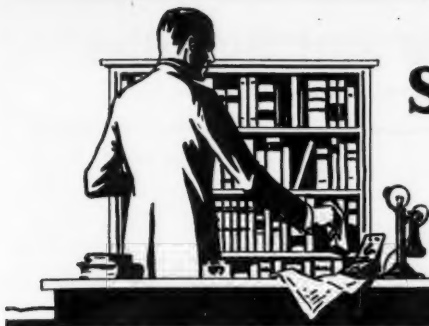
“Huh!” said Shorty. “Funny, ain’t it? Doesn’t seem to make any difference what you’re trying to put over, the best way to get it across is like that. You know, I wrote that thing. And that’s funny, too. I never tried to write anything like that before. I thought I couldn’t do it. Thought I was getting out of my element. But I knew it had to be written in advance and all memorized and rehearsed, or it wouldn’t go at all. And so, up at the house on a Sunday afternoon, I sat down and tackled it and wrote the whole damn thing in two hours. Huh! Writing ain’t so hard, after all, is it? That is, after you’ve got ideas to write about.”

“No,” I said. “It ain’t hard at all. The only hard part of it is getting the ideas.”

Dartnell Announces New Staff Members

Edwin H. Shanks has rejoined the Dartnell organization in Chicago, and will have charge of a new special industries department to be organized. This department will make specialized surveys covering the merchandising and sales practices in the major industries. James D. Campbell, for three years Dartnell staff representative in the Minneapolis-St. Paul territory, has been transferred to the Chicago headquarters sales organization as assistant general sales manager. P. S. Jaynes, Dartnell staff representative in Wisconsin; has been transferred to the Ohio district, and will open permanent headquarters in Cleveland. Mr. Jaynes, who was connected with the advertising department of the Chilton publications before joining Dartnell, will have charge of advertising sales as well as service sales in that territory. Sidney C. Flanagan, formerly connected with Traveler's Insurance Company, has joined the New York sales staff.

The Acorn Press, Omaha, producers of greetings and calendars, has appointed Charles E. Hall as sales director.



The Sales Manager's Book Shelf

ELEMENTS OF BUSINESS STATISTICS, by Robert Riegel, Ph.D. (D. Appleton & Company, New York. \$4.00.)

This is a restatement of the principles governing the compilation, handling and interpretation of statistics, in terms which the business man can most readily understand, with the object of providing a text book for use in training employees for statistical work. The author is professor of insurance and statistics in the Wharton School of Finance and Commerce, University of Pennsylvania.

As everybody knows, statistics may readily be used to mislead as well as to instruct, and a fair grounding in the principles on which they are (or should be) based ought to be part of the business man's equipment. Though, as the author states, there is nothing original in the present volume except the arrangement of the material, and its statement in terms of everyday business problems, those facts alone should commend it to the executive who does not wish to become a statistician, but does need to know whether the statistics he relies upon are sound or the reverse. The three chapters on graphic presentation of statistics, and the discussion of the use and interpretation of index numbers, should be of particular value to sales executives.

THE SCIENCE OF MARKETING BY MAIL, by Homer J. Buckley, (B. C. Forbes Publishing Company, New York. \$2.00.)

Though he is widely known as a specialist in a particular branch of advertising, Mr. Buckley devotes his attention to demonstrating the practical application of direct mail advertising to specific problems, without setting sail on the wings of abstract theory, or attempting to disparage other forms of advertising. That, in itself, adds materially to the value of his book. Furthermore, we think that Mr. Buckley has been wise in not attempting to do too much. No attempt is made to provide a text book in the technique of direct mail advertising, and due emphasis is placed upon the necessity for careful study of actual conditions, so that plans may be based upon facts rather than mere assumptions.

There is much solid meat and sound counsel in this volume, presented in an extremely lucid and easily readable style. This latter is perhaps a minor defect, as no effort is made to jolt the author's conclusions into the consciousness of the reader, and the ease with which the text may be followed may deceive the casual reader as to the importance of the subject under discussion. For those, however,

who are able to grasp ideas without having them underlined and rubricated, the book is of considerable practical value.

BOOK OF BUSINESS STANDARDS, by J. George Frederick, (Published under the auspices of the Commercial Standards Council. Nicholas L. Brown, New York. \$2.00.)

Aside from scattering magazine articles, and certain publications by individual trade associations, little has been printed on this particular subject: the cooperative effort of business men to put an end to unfair trade practices by establishing standard codes of practice and gradually enforcing adherence to them on the part of the whole industry. It is only comparatively recently, indeed, that such attempts have been made, and this book is the first adequate record of experience along this line, as well as a demonstration of the advantages which follow the general adoption of such a policy.

The author discusses in some detail certain problems in business ethics that can be successfully solved only by means of collective action on the part of leading concerns in an industry: such for example, as cancellations and returned goods, commercial bribery, the use of misleading trade terms, and the like. Other chapters are devoted to the influence of the Federal Trade Commission in conducting trade practice submittals, the work of certain trade associations in preventing needless bankruptcy proceedings, and the use of codes of practice to promote better relations with employees. An important feature of the book is the reproduction in detail of a number of standard codes actually in use; such as that of the American Specialty Manufacturers' Association, the American Face Brick Association, the United States Chamber of Commerce, and the Electric Power Club. The book is invaluable, both as a record of accomplishment and an inducement towards further progress along the same line.

THE STYLE MANUAL OF THE GOVERNMENT PRINTING OFFICE, (Government Printing Office, Washington, D. C., 50c.)

Here is a book not generally known, and yet it should be on every stenographer's desk. It shows the standards adopted in all government printing—rules and styles of composition, capitalization, abbreviations, figures, addresses, punctuation and orthography—along with a complete list of compound words. Advertising managers and copy writers will also find this to be a mighty handy desk book. The manual contains 224 pages.

PROVE IT! SHOW HIM THE LETTERS

SALES arguments of sincere salesmen are often taken with "a grain of salt."
HARD-SHELL PROSPECTS DEMAND PROOF
You could provide it by making use of the testimonial letters and orders which you receive from satisfied customers.
PUT POWER BEHIND YOUR TESTIMONIALS
IF actual copies of the letters were placed in your salesmen's hands you would provide them with a valuable tool to use in their sales work.

Write for Samples and Prices
AJAX PHOTO PRINT CO.
35 W. Adams St. Chicago, Ill.

Where You Get
the Answer
to Your
Sales Problems

JOSEPH EWING
MARKETING COUNSEL

36 West 44th Street
NEW YORK
PHONE •• VANDERBILT •• 0508



House Organs

We are the producers of some of the oldest and most successful house organs in the country. Write for copy of THE WILLIAM FEATHER MAGAZINE.

The William Feather Company
611 Caxton Building :: Cleveland, Ohio

For MOTOR
& ENGINEERING
ADVERTISING IN
ENGLAND consult

The HERITAGE PETERS
ADVERTISING SERVICE LTD.
COVENTRY, ENGLAND.

Free Mailing Lists
Will help you increase sales
Send for FREE catalog giving counts
and prices on thousands of classified
names of your best prospective customers—
National, State and Local—Individuals,
Professions, Business Concerns.
99% Guaranteed 5¢ each
ROSS-Gould Co. 376 N. 10th St. St. Louis

\$63,393 from One!
Letter

\$63,393.00 worth of merchandise sold with a single one-page "form" letter at a total cost of less than \$100.00. Send 25c. for a copy of Postage Magazine and an actual copy of this letter. If you sell, you need Postage which tells how to write Sales-Producing Letters, Folders, Booklets, House Magazines. Subscription \$2 a year for 12 numbers full of selling ideas. Anything that can be sold can be sold by mail.
POSTAGE—18 East 18 St. — NEW YORK, N. Y.

News of the Road

The Benjamin Franklin, Philadelphia's newest and largest hotel, and the twenty-third unit in the chain of hotels operated by the United Hotels Company of America, was formally opened January 12. Built at a cost of thirteen million dollars, this new twenty-story hotel includes every possible provision for the comfort of its guests. Among the particularly notable features are the Green Room, which is a lounge exclusively for theatrical people, a beautiful salon for women, the Poor Richard Grill, an enormous ballroom, a smoking room and lounge for men, a quaint bookshop modeled after Franklin's original printing shop, and a Presidential Suite consisting of more than ten rooms specially decorated and paneled in Colonial design. H. L. Wiggins is managing director of this new 1,200 room hotel and C. F. Wicks is resident manager.

Sales executives who make Detroit quite regularly will be pleased to know that on their next visit they will find hotel accommodations considerably increased. December 5 marked the opening in that city of the Book-Cadillac Hotel, one of the very finest hotels in the country. For eighty-eight years, or since 1836, there has been a hotel on the site of this new hotel which speaks well of the location which is so handy to theaters, shops, rail and ship terminals. The entire 1,200 guest rooms are located on the upper twenty-three stories while on the lower floors are found the immense ballroom, the Crystal room, Italian gardens and English grill. Radio enthusiasts will be interested in the broadcasting station on the roof, one of the most powerful in the United States.

Two more railroads have added new deluxe trains for the benefit of their travelers. January 1 the Rock Island lines placed in service the Golden State Limited to California, leaving Chicago at 8 p. m. Special suites, club and dining car furnishings have been provided, as well as a radio for the entertainment of passengers. The Seaboard Air-Line Railway will inaugurate January 24 the first through train service to the east coast of Florida without interchange. They will also establish special day and night service between the east and west coasts, thus shortening the time by many hours across Florida.

Seattle is the latest city to boast of a new community hotel, The Olympic, costing over five million dollars. The Olympic will be operated by the United Hotels Company of America, which insures excellent management and service to its guests; 617 guest rooms are included in the fourteen stories of this hotel, each with bath and "Servidor." Twelve sample rooms are located on the second floor with disappearing beds, a feature that will appeal to most salesmen. Ballroom, convention halls, a Palm Room and private dining rooms are other features which make The Olympic the prize hotel of the Northwest.

Personal Service and Supplies

Classified rates: 50c a line of seven words; minimum \$3.00. No display

EXECUTIVES WANTED

SALES MANAGER WANTED—A LARGE manufacturer of washing machines, ironers and other electrical household appliances has an opening for a thoroughly experienced sales manager acquainted with jobbers, dealers and central stations. Must be competent to manage sales force of one hundred or more men. Position will pay from \$10,000 to \$25,000 per annum. Company is well known; is a large advertiser and in strong financial position. A wonderful opportunity for the right man. Inquiries will be treated in strict confidence. Box 184, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

DISTRICT MANAGERS—THE AVERAGE sales manager will not be interested in the connections here offered, nor will the advertiser be interested in him. But if you are one of those rare men who have an actual capacity for making salesmen; if you have considerably more physical and mental energy than most possess; if you have a demonstrable record in large scale direct distribution, a \$10,000 per year opportunity exists for you here. Write fully, in confidence, to H. F. Baker, general sales manager, 208 W. Monroe St., Chicago.

SALES PROMOTION

\$50 TO \$50,000 DAILY SALES DEVELOPED during 26 years for clients by my direct-mail plans, copy, campaigns. A \$25,000 annual volume increased ten-fold in twelve months. Another, from an initial expenditure of \$720 developed in four years sales by mail of half million yearly. Ten years sales promotion manager Larkin Co. Submit sales problems for free diagnosis. James C. Johnson, 119 Woodbridge Ave., Buffalo.

BUSINESS SERVICE

STOCK AND BOND ISSUES MARKETED. Reorganizations, consolidations. We employ every successful method known in money raising. Lebrecht Co., Waco, Texas.

TWO-COLOR PRINTING

on 100-pound folding enamel stock, quality and workmanship guaranteed.

5000 circulars, letterhead size, 8½ x 11, \$67.50.
5000 circulars, double letterhead size, 11 x 17, \$121.50.

Send for our free samples and chart showing new method of estimating standard sizes of direct mail literature.

CO-OPERATIVE PRINTING CO.

234 East Erie Street Chicago, Ill.

POSITIONS WANTED

SALES MANAGER WANTS TO CORRESPOND with manufacturer interested in representation in the St. Louis district. Experienced, electrical supplies and equipment—also mechanical and automotive. Successful in developing men, ideas and business. Interested in permanent proposition capable of substantial development. Highest credentials. Will consider other location. Box 183, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALES MANAGER, AGE 50, WITH YEARS of business experience, anxious to make a change. Successfully handling fifty salesmen at this time on commission; also well posted on extending credits, well versed on traffic and interstate commerce commission matters; not afraid to take up any proposition if it has any merits; anxious to do bigger things. Box 182, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

SALESMEN WANTED

SALESMEN, SALESWOMEN, DISTRICT managers—Sell exclusive lingerie. We offer: 1. Superior line of values. 2. Cooperation unlimited. 3. Commissions that swell the bank account. That's why. Write or wire Wyant Way of New York, Inc., Suite 733, Lincoln Bank Building, Minneapolis, Minn.

EXPERIENCED STOVE SALESMEN wanted to sell on a commission basis complete line coal, combination and gas ranges. Box 180, SALES MANAGEMENT, 1801 Leland Ave., Chicago.

TESTIMONIALS

Orders, checks, maps, reports, blueprints, etc. PHOTOSTAT prints are convincing photographic facsimiles—produced without plates
Send for Samples
Best prices—Quickest service

Commerce Photo-Print Corporation
80 Maiden Lane New York City

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They're Getting In On the Ground Floor!

Many shrewd advertisers thru the service of their advertising agencies will make an exceptionally forceful appeal to more than 550,000 responsive home-loving families in 1925 with their advertising in

Better Homes and Gardens

Some advertisers who will use 150 or more lines
in the February and succeeding issues are

Aladdin Company, The
Allen & Co., S. L.
American Face Brick Ass'n.
American Radiator Co.
American Society of Florists
American Steel & Wire
American Thread Co.
Armstrong Cork & Linoleum
Atlas Portland Cement
Blue Bird Curtain Rods
Burpee Co., W. Atlee
Campbell, Wm.
Conard & Pyle Co.
Congoleum
Davenport Bed Makers
Dodge Bros. Motor Cars

Duro Pump & Mfg. Co.
Eternit Roofing
Fenestra Windows
General Electric Co.
Goodrich Rubber Co.
Henderson, Peter & Co.
Hollow Building Tile
Jell-O Company, The
Johnson, S. C. & Son
Kellogg's Corn Flakes
Kirsch Mfg. Co.
Kohler of Kohler
May Seed & Nursery
Montgomery Ward & Co.
Munsingwear
National Enameling & Stamping

Oak Flooring
Olson Rugs
Perfection Oil Heater
Pittsburgh Steel Co.
Pyrex
Ralston Purina
Red Cedar Lumber Mfrs. Ass'n.
Reo Motor Car Co.
Richardson Roofing
Ruberooid Roofing
Sheetrock
Southern Cypress
Standard Sanitary Plumbing
Stark Bros. Nursery
Victor Talking Machine
Western Pine Mfrs.

Limited space does not permit complete list.

We are proud of the endorsement of the following
agencies handling the accounts listed above:

Armstrong Co., F. Wallis
Ayer & Son, N. W.
Barker, Duff & Morris
Barton, Durstine, Osborne
Batten Co., Inc., George
Brann Inc., W. L.
Bromfield & Co., Inc.
Capital Advertising Co.
Collins, Clarkman A.
Coolidge Advertising Co.
Critchfield & Co.
Crosby-Chicago, Inc.
Dauchy Company, The
Dyer Co., George L.
Erickson Co., The

Erwin-Wasey & Co.
Foley Adv. Co., Richard A.
Fox & MacKenzie
Fuller & Smith
Gardner Advertising Co.
Hill Co., W. S.
Howard Co., Inc., E. T.
Hull & Co., Inc., W. H. H.
Izzard Company
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